Mission

The Waukesha County Department of Parks and Land Use, working through a combination of recreation, education, public cooperation, and regulation is dedicated to fostering the protection, wise use, enhancement, and enjoyment of the County's cultural and natural resources, and to the health of its citizens.

		2005			Change Fr	om 2005
	2004	Adopted	2005	2006	Adopted	Budget
Financial Summary	Actual	Budget	Estimate	Budget	\$	%
General Fund						
Expenditures	\$10,734,906	\$11,230,710	\$11,441,993	\$11,499,652	\$268,942	2.4%
Revenues(a)	\$4,917,275	\$4,672,758	\$5,008,758	\$4,861,200	\$188,442	4.0%
Tax Levy	\$6,492,997	\$6,557,952	\$6,557,952	\$6,638,452	\$80,500	1.2%
Exp. (Over)/Under Rev.& Levy	\$675,366	-	\$124,717	-	-	NA
Land Information System Fun	d					
Expenditures(b)	\$552,909	\$560,521	\$674,462	\$558,386	(\$2,135)	-0.4%
Revenues	\$661,399	\$560,521	\$676,890	\$558,386	(\$2,135)	-0.4%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Exp. (Over)/Under Rev.& Levy	\$108,490	-	\$2,428	-	-	NA
Tarmann Fund						_
Expenditures	\$1,791,357	\$1,500,000	\$1,320,000	\$1,000,000	(\$500,000)	-33.3%
Revenues(a)	\$2,152,370	\$1,500,000	\$1,510,000	\$1,000,000	(\$500,000)	-33.3%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Exp. (Over)/Under Rev.& Levy	\$361,013	-	\$190,000	-	-	NA
Golf Courses						_
Expenditures(c)	\$3,118,784	\$3,228,068	\$3,107,645	\$3,119,471	(\$108,597)	-3.4%
Revenues	\$3,010,038	\$3,375,000	\$3,200,000	\$3,265,000	(\$110,000)	-3.3%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Operating Inc./(Loss)(c)	(\$108,746)	\$146,932	\$92,355	\$145,529	(\$1,403)	-1.0%
Ice Arenas						
Expenditures(c)	\$975,286	\$1,070,034	\$1,014,709	\$1,028,313	(\$41,721)	-3.9%
Revenues	\$898,964	\$1,070,500	\$921,000	\$930,000	(\$140,500)	-13.1%
Tax Levy	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Inc./(Loss)(c)	(\$76,322)	\$466	(\$93,709)	(\$98,313)	(\$98,779)	-21197.2%

- (a) The 2006 revenue budget includes fund balance appropriations of \$1,229,313: \$356,000 within the General Fund, \$650,000 within the Materials Recycling Facility and \$125,000 within the Tarmann Fund. The 2005 revenue budget includes fund balance appropriations of \$1,719,780: \$369,780 within the General Fund, \$650,000 within the Materials Recycling Facility Fund and \$700,000 within the Tarmann Fund.
- (b) The 2005 estimate exceeds 2005 adopted budget to include additional expenditure authority carried over from 2004 and changes approved by ordinance.
- (c) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.

	2004	2005 Adopted	2005	2006	Change Fro Adopted B	udget
Financial Summary	Actual	Budget	Estimate	Budget	\$	%
Materials Recycling Fund						
Expenditures (c)	\$1,676,518	\$1,877,840	\$1,797,012	\$2,043,941	\$166,101	8.8%
Revenues (a)	\$3,094,379	\$2,440,000	\$2,797,413	\$2,420,000	(\$20,000)	-0.8%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Operating Inc./(Loss)(c)	\$1,417,861	\$562,160	\$1,000,401	\$376,059	(\$186,101)	-33.1%
Total All Funds						
Expenditures(c)	\$18,849,760	\$19,467,173	\$19,355,821	\$19,249,763	(\$217,410)	-1.1%
Revenues(a)	\$14,734,425	\$13,618,779	\$14,114,061	\$13,034,586	(\$584,193)	-4.3%
Tax Levy	\$6,492,997	\$6,557,952	\$6,557,952	\$6,638,452	\$80,500	1.2%
Exp. (Over)/Under Rev.& Levy	\$1,144,869	-	\$317,145	-	-	NA
Operating Inc./(Loss)(c)	\$1,232,793	\$709,558	\$999,047	\$423,275	(\$286,283)	-40.3%
Position Summary All Funds (F1	ΓE)					
Regular Positions	115.50	115.50	115.50	113.50	(2.00)	
Extra Help	71.97	80.15	80.29	76.29	(3.86)	
Overtime	3.68	3.87	3.74	3.40	(0.47)	
Total	191.15	199.52	199.53	193.19	(6.33)	

- (a) The 2006 revenue budget includes fund balance appropriations of \$1,229,313: \$356,000 within the General Fund, \$650,000 within the Materials Recycling Facility and \$125,000 within the Tarmann Fund. The 2005 revenue budget includes fund balance appropriations of \$1,719,780: \$369,780 within the General Fund, \$650,000 within the Materials Recycling Facility Fund and \$700,000 within the Tarmann Fund.
- (b) The 2005 estimate exceeds 2005 adopted budget to include additional expenditure authority carried over from 2004 and changes approved by ordinance.
- (c) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.

Fund Purpose

The Department of Parks & Land Use general fund operations are responsible for: acquisition, development, operation, and maintenance of park, open space, and recreation facilities; administration of the Shoreland and Floodland Protections Ordinance, the Stormwater Management Program and Zoning Code; encouraging planned and orderly land use development; administration of Humane Animal program, restaurant and retail food licensing programs, water and septic inspections/permit issuance, solid waste management programs, land and water resource management programs.

FINANCIAL SUMMARY		2005			Change From	2005
	2004	Adopted	2005	2006	Adopted Bud	dget
General Fund	Actual	Budget	Estimate (a)	Budget	\$	%
Personnel Costs	\$7,404,872	\$7,710,119	\$7,627,878	\$7,917,630	\$207,511	2.7%
Operating Expenses	\$2,088,534	\$2,238,528	\$2,385,019	\$2,234,850	(\$3,678)	-0.2%
Interdept. Charges	\$1,088,234	\$1,016,413	\$1,023,846	\$1,061,372	\$44,959	4.4%
Fixed Assets	\$153,266	\$265,650	\$405,250	\$285,800	\$20,150	7.6%
Total Expenditures	\$10,734,906	\$11,230,710	\$11,441,993	\$11,499,652	\$268,942	2.4%
General Government	\$549,661	\$570,326	\$739,500	\$763,000	\$192,674	33.8%
Fine/Licenses	\$1,077,543	\$1,065,800	\$1,031,500	\$1,091,500	\$25,700	2.4%
Charges for Services	\$2,187,794	\$2,096,152	\$1,949,400	\$1,896,000	(\$200,152)	-9.5%
Interdepartmental	\$496,455	\$468,300	\$458,800	\$468,300	\$0	0.0%
Other Revenue	\$66,675	\$102,400	\$153,100	\$286,400	\$184,000	179.7%
Appr. Fund Balance (b)	\$539,147	\$369,780	\$676,458	\$356,000	(\$13,780)	-3.7%
Total Revenues	\$4,917,275	\$4,672,758	\$5,008,758	\$4,861,200	\$188,442	4.0%
Tax Levy	\$6,492,997	\$6,557,952	\$6,557,952	\$6,638,452	\$80,500	1.2%
Exp. (Over)/Under Rev. & Levy	\$675,366	-	\$124,717	-	-	-
Position Summary (FTE)						
Regular Positions	97.14	97.14	97.14	96.14	(1.00)	
Extra Help	47.02	51.90	51.92	49.58	(2.32)	
Overtime	2.60	2.69	2.71	2.41	(0.28)	
Total	146.76	151.73	151.77	148.13	(3.60)	

⁽a) The 2005 estimate exceeds the 2005 adopted budget due to additional expenditure authority carried over from 2004 and other changes approved by ordinance.

⁽b) The 2005 budget includes fund balance appropriations of \$369,780; \$40,000 for the brownfield recycling initiative, \$51,000 for Groundwater Study and \$278,780 of MRF investment income appropriated from MRF fund balance. The 2005 estimate includes an additional \$306,678 of fund balance associated with 2004 expenditure authority carried forward. The 2006 budget includes fund balance appropriations of \$356,000; \$30,000 for brownfield recycling, \$51,000 (3rd year of 4year study) for Groundwater Study and \$275,000 of MRF Investment income appropriated from MRF fund balance.

Departmental Strategic Objectives

Manage Resources With Fiscal Prudence

- 1. Participate in Ground Water Study of Waukesha County conducted by the Southeastern Wisconsin Regional Planning Commission (Administration).
- 2. In conformance with the State of Wisconsin Stewardship grant guidelines, update the County's Park and Open Space Plan (Parks Goal 2.1 3rd quarter 2006).
- 3. Implement a detailed capital plan at the Exposition Center that maintains the infrastructure and enhance versatility for customers (Goal 1.6 Enterprise 1st and 2nd quarter 2006).
- 4. Manage the countywide yard waste composting and mineral extraction operation in the Town of Genesee in cooperation with local communities and private operator. Apply for DNR Recycling Efficiency grant to reduce operating costs. Move gravel royalties to Land Resources budget. Continue entering intergovernmental agreements with communities. (Land Resources Goal 3.9- Ongoing).
- 5. Continue managing Agricultural/Business Hazardous Waste and Household Hazardous Waste programs utilizing state grant funds, in partnership with Onyx Emerald Park Landfill (OEPL) and municipalities. Allow Walworth County residents to utilize site at the Waukesha incinerator on fee for service basis (Land Resources Goals 3.7 and 3.8 Ongoing).
- 6. Consolidate two clerical positions into one to save operating costs for the division (Land Resources).

Provide Comprehensive Customer Service

- 1. Provide updated "Density Chart" as part of County Development Plan and write new Floodplain Amendment to County Shoreland and Floodplain Ordinance to meet NR 115 and NR 116 requirements (Planning- on-going).
- 2. Evaluate and integrate the Zoning Amendment, Plan of Operation and Subdivision Checklist into web based Permit Guide and develop new checklist for conditional use and zoning permits for inclusion on the website (Planning 2nd quarter 2006).
- 3. Guide the incorporation of a Waukesha County "Lost and Found Pet" application into the department's Humane Officer website (Environmental Health).
- 4. Develop and implement, over the next year, a public information plan to increase park system visibility and inform the customer of new and existing park system programs and events (Parks Goal 1.10, 2nd quarter 2006).
- 5. Implement the Legacy Parkland Acquisition Program for the acquisition of lands identified in the County's Park and Open Space Plan and partner with non-profit conservation organizations and local units of government whose land acquisitions are the same as the County's (Parks Goal 2.1, ongoing).
- 6. Guide the development of a database used for dog licensing by county municipalities (Environmental Health Ongoing).
- 7. Through intergovernmental agreements with 8 communities in the Upper Fox River Watershed, develop and implement an urban nonpoint source control educational program to comply with municipal storm water discharge permits under NR 216 (Land Resources).
- 8. Prepare and complete 2006 Land Use Plan Amendments (Planning -Goal 2.2).
- 9. Pursue authorized local program status for the county storm water management and erosion control program (Land Resources).

Parks & Land Use

Objectives/ Achievements

Innovate and Seek Continuous Quality Improvement

- 1. In cooperation with a coalition, consisting of Milwaukee, Waukesha, the Milwaukee Metropolitan Sewage District (MMSD), citizens, businesses and governments initiate a ground water awareness program (Environmental Health).
- 2. Develop an exterior plan for the Courthouse and Administration Building for signage and pedestrian movement to respond to the building security plans (Parks/Admin 2nd Qtr 2006).
- 3. As part of a comprehensive groundwater protection/conservation plan, perform a feasibility study for initiating a countywide well siting program (Environmental Health).
- 4. Investigate and implement park code enforcement policies and procedures (Parks Goal 1.3, 1st quarter 2006).
- 5. Implement a system volunteer program. The volunteer program will enhance implementation of park system programs through volunteer efforts (Parks -Goal 1.15, ongoing).
- 6. Complete GIS component of storm water database (Land Resources).
- 7. Explore GIS solutions for increased efficiency in the administration of parks boundary encroachment, park maintenance scheduling, and park design and development (Parks -Goal 1.8 and 4.1)(2nd quarter).
- 8. Populate new "Pax-it" program imaging system and work with Information System to link to G.I.S. system (Planning).
- 9. Complete update to County Land and Water Resource Management Plan (Land Resources).

Retain and Develop a High Quality Workforce

- 1. In cooperation with the Department of Administration, evaluate alternatives to funding retirement/social security for seasonal staff to reduce annual operating costs (Parks, Enterprise, 1st Quarter).
- 2. Obtain appropriate staff training for environmental recovery/remediation following chemical or biological terrorist incident (Environmental Health –Ongoing).

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

Manage Resources With Fiscal Prudence

- 1. Reduced winter operating hours at year round household hazardous waste collection sites and eliminated a one-day collection event to reduce operating costs. Conducted a public information program to alert customers of the changes including newspaper ads, press releases, and website updates (Goal 3.8 Land Resources).
- 2. Provided leadership and financial support for reorganization efforts for the Wisconsin Be SMART Coalition (formerly SE Wisconsin Waste Reduction Coalition) resulting in a new non-profit fiscal agent, Recycling Connections, and transition to a statewide organization. The Coalition conducted a successful one-day computer recycling event, collecting 89 tons of computers and components (Goals 3.11 and 3.12 Land Resources).
- 3. Composting and nonmetallic mining facility in the Town of Genesee. Since September 2004, over 200,000 tons of sand & gravel has been mined and over 5,500 tons of yard waste has been composted on site (Goal 3.9 Land Resources).
- 4. Achieved the park system 30% of operating cost revenue goal (Parks).
- 5. Recruited 4 elementary schools for the Green Schools program, provided technical and financial assistance, offered processing of recyclables at county MRF (Goal 3.12 Land Resources).

Provide Comprehensive Customer Service

- 1. Updated and promoted the county recycling website to businesses and residents through the annual countywide recycling newsletter, press releases, and newspaper ads, nearly doubling the number of web visits from 27,500 in 2003 to 52,478 in 2004 (Goals 3.11 and 3.12 Land Resources).
- 2. A compendium of training materials for food establishment education has been assembled (Environmental Health).
- 3. Completed phase one of a multi-year facility improvement capital project for the Exposition Center (Exposition Center).

Innovate and Seek Continuous Quality Improvement

- 1. Conducted successful recycling and reuse project at the Retzer Nature Center expansion, resulting in 141 tons of construction and demolition waste reused or recycled. The project reduced volume of waste landfilled by 48% (82% by weight) (Goal 3.11-Land Resources).
- 2. Developed and launched a new education program (Turn Over a New Leaf) promoting onsite yard waste management alternatives to burning, including leaf mulching and home composting (Goal 3.12 Land Resources).
- 3. Completed update to the County Storm Water Management & Erosion Control Ordinance, which now serves as a model for communities statewide (Land Resources).
- 4. Implemented web-based storm water management database to track permit activity and long-term maintenance of storm water practices (Land Resources).
- 5. Completed Pebble Creek Flood Study in cooperation with the Waukesha County Drainage Board. (Land Resources).
- 6. Approved final round of nonmetallic mine reclamation plans in accordance with the three-year phase-in period for the County Nonmetallic Mine Reclamation Ordinance (Land Resources).
- 7. Continued working with Comprehensive Development Planning Committee and related subcommittees, established in 2003 to develop new Smart growth compliant Land Use Plan for Waukesha County (Planning).
- 8. Completed updates to the Zoning Code and Shoreland and Floodland Management Code (Planning).
- 9. Procedures have been developed for a 5-year review of Spill Prevention Control and Countermeasures plans (Environmental Health).
- 10. Evaluation of the private well permit program to include DNR fee and well inspection continues as a part of the overall groundwater protection and conservation plan objective (Environmental Health).
- 11. Revised, in conjunction with the Environmental Health Division, the beach testing procedures (Parks).
- 12. Completed the Retzer Nature Center, Lake Country Trail Phase II Capital Projects and Pavement Management projects (Parks).
- 13. Completed the following operation projects; Naga-Waukee Park beach house renovation, Pewaukee Lake Access building renovation, and Installation of Way finding signs at Muskego and Mukwonago Parks (Parks).
- 14. Successful conduction of the Apple Harvest Festival, Waukesha Winter Jamboree, and Spooka Minooka special events (Parks).
- 15. Acquired 190 acres of parkland through the Tarmann Legacy Parkland Acquisition Program (Parks).
- 16. In conjunction with the Human Resources, automated the seasonal employee county policy training (Parks)
- 17. Automated the Retzer Nature Center Planetarium and Environmental Learning Center program registration and implemented a point of sale system for the gift shop (Parks).
- 18. Coordinated the year 2005 amendments to the Development Plan for Waukesha County (Administration).
- 19. Initiated comprehensive update to Chapter 14 of the Waukesha County Code concerning Department programs (Administration).
- 20. Brought on-line an imaging software system that links digital photographs to the permit and licensing databases and GIS (Administration).

CURRENT AND PROPOSED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project <u>Cost</u>	Est. % Complete End of 05	Estimated Operating Impact	A=Annual T= <u>One-Time</u>
9326	Fox River Park Dev. (a) (b)	2005	\$2,474,572	100%	\$130,500	А
9703	Pavement Management Plan	Ongoing	\$400,000/Yr	Ongoing	\$0	NA
9804	Lake Country Trail Phase 2	2006	\$434,700	100%	\$0	NA
9805	Retzer Nature Center Bldg. Expansion (b)	2005	\$1,299,200	100%	\$19,000	А
200014	Bikeway Improvement (c)	2009	\$825,000	25%	\$3,000	Α
200324	Lake Country Trail- Phase III	2006	\$613,200	10%	\$5,000	А
200501	Expo Center Compliance/Maintenance	2007	\$751,000	60%	\$0	NA
200502	Nagawuakee Park Storage/Carpenter shop	2007	\$745,000	0%	\$0	NA
200503	Muskego Park Maintenance bldg.	2008	\$602,000	0%	\$0	NA
200504	Menomonee Park Maintenance Bldg.	2009	\$657,000	0%	\$0	NA
200505	Restroom Renovations	2014	\$3,069,000	0%	\$3,000	А
200609	Retzer Nature Center Maintenance Bldg.	2010	\$690,000	0%	\$0	NA

Refer to Capital Project Summary for additional project information.

- (a) Estimated on-going operating costs does not include offsetting revenues estimated at 30% of operating costs. Also, does not include approximately \$237,000 of one-time equipment purchases made between 2001 and 2003.
- (b) Project coordinated with Facilities Management.
- (c) Total project cost is approximately \$4,000,000. Federal TEA-21 funding is anticipated to provide 80% of project construction costs.

Land Resources Solid Waste Planning, Implementation & Education

Program Description

Plan, coordinate and implement an integrated solid waste management system in partnership with municipalities, emphasizing waste reduction, composting, and recycling per the state solid waste management hierarchy. Participate in a consolidated approach to managing the county's internal waste reduction and pollution prevention efforts. Participate on local landfill and waste facility siting and monitoring committees.

Provide educational technical assistance to municipal officials and staff, businesses and the public on appropriate waste management techniques including waste reduction, composting, recycling, household hazardous waste, and special waste disposal. Manage the Yard Waste Compost Project in cooperation with municipalities and the private operator.

Land Resources Solid Waste Planning, Implementation & Education (cont)

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	5.22	5.05	5.05	5.05	0.00
Personnel Costs	\$278,967	\$288,537	\$286,857	\$305,441	\$16,904
Operating Expenses	\$76,049	\$247,400	\$184,200	\$179,300	(\$68,100)
Interdept. Charges	\$13,826	\$15,541	\$12,737	\$13,267	(\$2,274)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$368,842	\$551,478	\$483,794	\$498,008	(\$53,470)
General Government	\$111,417	\$110,376	\$110,000	\$144,000	\$33,624
Charges for Services	\$359,358	\$188,000	\$110,000	\$13,000	(\$175,000)
Interdepartmental	\$24,841	\$26,900	\$26,900	\$36,277	\$9,377
Other Revenue	\$25,055	\$37,400	\$36,800	\$114,800	\$77,400
Appr. Fund Balance	\$8,599	\$278,780	\$286,045	\$275,000	(\$3,780)
Total Revenues	\$529,270	\$641,456	\$569,745	\$583,077	(\$58,379)
Tax Levy (a)	(\$91,550)	(\$89,978)	(\$89,978)	(\$85,069)	\$4,909

Exp. (Over) Under Rev. & Levy	\$68,878	-	(\$4,027)	-
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(a) Negative levy reflects revenues over expenses, which are used to offset expenses within Household/Agricultural Hazardous Waste Program.



Program Highlights

Personnel costs increase \$16,904 reflecting wage and benefit increases for 5.05 FTE and a slight reduction in extra help due to assumption of reduced hourly rate for interns. Compost program operating expenses are reduced by \$65,000 due to a lower estimate of municipal wood waste tons to be processed. The 2006 budget includes the processing of 6,000 tons (5,500 tons yard waste and 500 tons wood waste) at the County Compost Facility. The budget also includes a corresponding reduction of \$65,000 in tipping fees charged to municipalities for wood waste processing. Municipalities will still pay \$26 per ton to process wood waste. Funds from the 2005 DNR Recycling Efficiency Incentive (REI) Grant will allow free composting of yard waste for all participating municipalities. Staff will apply for an REI grant in 2006 to continue offsetting the yard waste compost program costs in future years. REI funds will be recognized annually for this purpose. REI grant funds are increased from \$42,000 to \$75,000 to replace gravel royalties of \$33,000, which have been moved to Land Conservation budget.

General governmental revenues from recycling grants fund a portion of a Recycling Specialist position and program interns. Additionally, as stated above, the increase in General Government revenue relates to the increase in the REI grant. Charges for services decrease \$175,000 including the aforementioned \$65,000 reduction in tipping fees and a \$110,000 reclassification of landfill siting revenues to other revenue to better reflect account classifications. The landfill siting revenue of \$110,000 includes \$40,000 to continue the county computer-recycling program. The program is anticipated to increase the volume recycled due to an estimated decrease in per pound processing cost as a result of regional cooperative bid with VALUE and the BeSmart Coalition. The remainder of landfill revenues are allocated to the Tarmann Land Acquisition Fund (\$300,000). Other revenues also reflect the \$33,000 transfer of gravel royalties to the Land Conservation Budget. Materials Recycling Facility (MRF) fund balance of \$275,000 continues to be appropriated to fund recycling operations.

Performance Measure Description

This measures the effectiveness of education programming through phone surveys.



	2004	2005	2005	2006	Budget
Performance Measures	Actual	Budget	Estimate	Budget	Change
% Leaving grass clippings on lawn**	84%	84%	84%	84%	0%

**From statistically valid phone survey of citizen opinions and behaviors regarding solid waste and recycling conducted in December 2002 and January 2003.

Activity

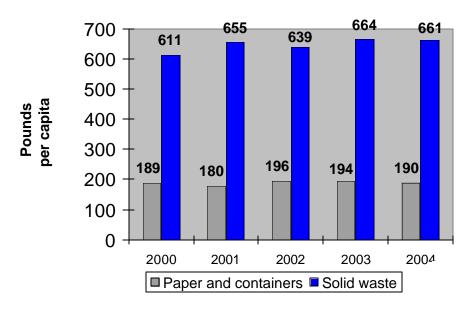
Land Resources Solid Waste Planning, Implementation & Education (cont)



	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Tons processed at County compost facility (a)	1,881	8,600	5,500	6,000	(2,600)
Tons of office paper recycled – County	125	120	120	130	10
Number of Web site Visits	52,475	29,000	52,000	60,000	31,000
Tons of textiles recycled @ drop off sites	900	1,200	1,200	1,500	300
lbs. of Computers Recycled (b)	185,700	120,000	50,000	166,000	46,000

⁽a) County Compost Facility began operation in Sept. 2004.

Waukesha County Recycling and Solid Waste
Annual Generation Per Capita (Reported by MRF, haulers, and
municipalities)



The above chart shows a general upward trend in per capita generation of residential waste countywide over the past five years, with slightly declining recycling rates.

⁽b) Residential computer recycling at three municipal recycling sites by Badger State Industries was discontinued in Nov. 2004. Wales correction facility site remains open. Cooperative purchasing bid through VALUE will re-institute service in fall 2005.

Household/Agricultural Hazardous Waste

Program Description

In partnership with municipalities, that provide one-third of the contractor costs, and the Onyx Emerald Park Landfill (OEPL) Standing Committee, that provides funds under a landfill expansion agreement, coordinate an ongoing, convenient program to properly manage household hazardous waste (HHW) that maximizes service to residents and minimizes the cost to the county and municipalities. Provide an Agricultural Hazardous Waste collection program that is grant funded, utilizing the same facilities and staffing as the HHW program.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	0.35	0.35	0.35	0.35	0.00
Personnel Costs	\$18,595	\$21,728	\$21,239	\$23,069	\$1,341
Operating Expenses	\$124,457	\$142,500	\$141,115	\$132,500	(\$10,000)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$143,052	\$164,228	\$162,354	\$155,569	(\$8,659)
General Government	\$40,483	\$74,250	\$75,000	\$70,500	(\$3,750)
Total Revenues:	\$40,483	\$74,250	\$75,000	\$70,500	(\$3,750)
Tax Levy	\$91,112	\$89,978	\$89,978	\$85,069	(\$4,909)
Exp. (Over) Under Rev. & Levy	(\$11,457)		\$2,624	-	-

Program Highlights

Program provides hazardous waste environmental services in which Onyx Emerald Park Landfill fees are exhausted first, Wisconsin Department of Agriculture, Trade and Consumer Protection (DATCP) grant funds are used next, then the county pays up to its maximum budgeted amount of \$132,500. Activity for the combined household and agricultural programs are shown in this budget. Participation is relatively stable due to longevity of the program. Promotion of household product exchanges will continue at ongoing sites for reuse of unwanted automotive care, household and garden products.

The Agricultural Hazardous Waste program is run in conjunction with the county's ongoing HHW program. Through an intergovernmental agreement, a small number of Walworth County residents will be allowed to use the site in Waukesha on a fee for service basis (billed to Walworth County) to accommodate residents who miss the Walworth County collection event.

General government revenue includes the municipal cost share of \$40,500, a \$20,000 Household Hazardous Waste grant, and a \$10,000 Agricultural Clean Sweep Grant administered by Wisconsin DATCP. DATCP rule changes increased HHW grant. Reduced Agricultural grant (\$10,000) will cover anticipated need due to decrease in county farms.

Performance Measure Description

Disposal costs per household and cost per pound are measured for historical comparison and for operational management.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Disposal costs per household	\$23.60	\$27.22	\$27.00	\$26.00	(\$1.22)
Disposal cost per Pound	\$0.50	\$0.56	\$0.56	\$0.54	(\$0.02)

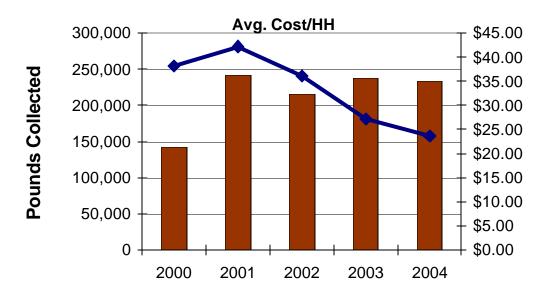
Household/Agricultural Hazardous Waste (cont.)



Activity

	2004	2005	2005	2006	Buaget
	Actual	Budget	Estimate	Budget	Change
Households served	5,173	4,500	4,600	5,000	500
Pounds of waste collected	233,434	220,000	230,000	235,000	15,000
Pounds of HHW Per household	45.1	48.9	48.0	47.0	(1.9)
Number of Households using product exchange	76	120	75	100	(20)

Waukesha County Household Hazardous Waste Program Pounds Collected and Average County Cost Per Household



The above chart shows that the number of pounds of household hazardous waste collected over the past 5 years has stabilized, while the cost to the county per participating household has decreased. This is due to the cooperative agreement with the Onyx Emerald Park Standing Committee, the resulting integration of the OEPL and county HHW programs, and the DATCP grants.

Land Resources Agricultural Land & Water

Program Description

Provide technical, educational, and financial assistance to rural landowners to help them comply with soil erosion and runoff pollution control requirements and to meet clean water goals in targeted watersheds. Assist communities with preserving prime farmland and environmental corridors in cooperation with land use, park, and open space planning efforts. Assist farmers with crop damage caused by wildlife through a service contract with the USDA. A multi-year work plan is contained in the adopted County Land and Water Resource Management Plan and is carried out through a variety of federal, state and local programs and grants.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	2.95	2.95	2.95	2.05	(0.90)
Personnel Costs	\$177,994	\$186,996	\$188,589	\$147,531	(\$39,465)
Operating Expenses	\$83,595	\$181,650	\$119,798	\$59,450	(\$122,200)
Interdept. Charges	\$13,904	\$14,944	\$13,338	\$11,810	(\$3,134)
Total Expenditures:	\$275,493	\$383,590	\$321,725	\$218,791	(\$164,799)
General Government	\$131,404	\$233,200	\$162,000	\$105,000	(\$128,200)
Appr. Fund Balance	\$30,000	\$0	\$0	\$0	\$0
Total Revenues:	\$161,404	\$233,200	\$162,000	\$105,000	(\$128,200)
Tax Levy	\$145,948	\$150,390	\$150,390	\$113,791	(\$36,599)
Exp. (Over) Under Rev. & Levy	\$31,859		(\$9,335)]



Program Highlights

Personnel costs include the unfunding of a 0.50 FTE clerical position (1.00 FTE in total across Land Resources programs) due to consolidation of two clerical positions into one for the Land Resources Division. Personnel costs also reflect the shift of a 0.40 FTE Senior Conservation Specialist position to Urban Land & Water program based on current demands in the storm water management program and reduced state grant funds for agricultural work.

Operating expenses and matching revenues are reduced mainly due to expiring or reduced state grants. The Pebble Creek Watershed Protection Plan budgeted at \$60,000 in 2005 is removed due to its completion at the end of 2005. Landowner cost-sharing funds are reduced by \$33,200 due to the Upper Fox and Muskego-Wind Lake Priority Watershed projects ending in 2005. Cost sharing grants from DATCP are also reduced by \$30,000 due to lack of demand for structural practices in the county.



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Acres of farm conservation Plans Completed	2,846	2,500	1,600	2,000	(500)
Number of Conservation Practices Installed	42	110	23	25	(85)
% cropland fields eroding >"T"	10%	10%	10%	10%	0%
Amount of cost share \$ distributed	\$101,338	\$44,000	\$98,278	\$50,000	\$6,000

^{*}These numbers are estimated using available data through NRCS and County tracking system .

Land Resources Urban Land & Water

Program Description

Control soil erosion and stormwater runoff pollution from construction sites, land developments, and non-metallic mining operations primarily through code enforcement activities. Provide technical, educational, and financial assistance to municipalities and lake districts to facilitate watershed-based stormwater and land use planning aimed at flood prevention and protection of water quality as lands are developed. Promote citizen action to protect county water resources through a variety of educational programs targeting youth and adult audiences. A multi-year work plan is contained in the adopted county Land and Water Resource Management Plan and is carried out in cooperation with local units of government and through grant funds.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	3.45	3.45	3.45	3.35	(0.10)
Personnel Costs	\$238,368	\$259,299	\$262,151	\$279,585	\$20,286
Operating Expenses	\$24,138	\$12,050	\$11,250	\$12,550	\$500
Interdept. Charges	\$16,769	\$20,518	\$19,984	\$22,547	\$2,029
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$279,275	\$291,867	\$293,385	\$314,682	\$22,815
General Government	\$90,000	\$90,000	\$90,000	\$90,000	\$0
Charges for Services	\$72,587	\$56,000	\$61,000	\$69,000	\$13,000
Interdepartmental	\$8,690	\$9,100	\$9,100	\$10,023	\$923
Other Revenue	\$644	\$13,000	\$12,000	\$63,600	\$50,600
Appr. Fund Balance	\$31,893	\$0	\$21,693	\$0	\$0
Total Revenues:	\$203,814	\$168,100	\$193,793	\$232,623	\$64,523
Tax Levy	\$135,320	\$123,767	\$123,767	\$82,059	(\$41,708)





Program Highlights

Personnel expenses include the unfunding of a 0.50 FTE clerical position due to consolidation of two clerical positions into one for the Land Resources Division. Personnel costs also reflect the transfer of a 0.40 FTE Senior Conservation Specialist position from the Agricultural Land & Water program to reflect current demands in storm water management program.

Charges for service revenues reflect increased fees for storm water permits and the use forfeiture schedule to implement recently adopted citation authority. Other revenues increases reflect gravel pit royalties of \$33,600 made available due to state recycling grants (REI) being available to offset all municipal tip fees for yard waste composting operations budgeted within the Land Recourses-Solid Waste Planning, Implementation and Education program. Other revenues also include \$18,000 from intergovernmental agreements with 8 communities in the Upper Fox Watershed to coordinate urban information and education program under NR 216 permit requirements.

Land Resources Urban Land & Water (cont.)

Performance Measure Description

This measurement examines the efforts of the program to limit soil erosion in municipalities and at development and construction sites.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Response turn around time for storm water permit application >= 1 Acres -	8	15	15	15	0
Benchmark 20 working days < 1 Acre – Benchmark 10 working days	8	7	7	7	0
		2004	2005 20	05 2006	Budget



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Number of educational presentations/events	24	25	20	25	0
Number of erosion control/ stormwater permits	115	75	80	75	0
Number of inspections conducted	775	350	370	350	0
Number of technical referrals	12	30	15	20	(10)
Tons of sediment reduced from construction sites	2,875	3,525	2,000	1,875	(1,650)

Planning

Program Description

Provide for the administration and preparation of a variety of land use related planning efforts. These efforts include a lakes classification system development, land use planning and zoning assistance to public and communities, implementation of the County Development Plan. Prepare recommendations for rezoning, conditional use, conduct site plan reviews and other land use guidance to the public and other municipalities.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	7.95	7.95	7.95	7.95	0.00
Personnel Costs	\$601,051	\$563,012	\$555,452	\$585,466	\$22,454
Operating Expenses	\$29,835	\$41,650	\$280,700	\$318,975	\$277,325
Interdept. Charges	\$53,030	\$52,188	\$74,371	\$56,849	\$4,661
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$683,916	\$656,850	\$910,523	\$961,290	\$304,440
General Government	\$0	\$0	\$225,000	\$286,000	\$286,000
Fines/Liscenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$46,965	\$50,000	\$57,800	\$50,000	\$0
Interdepartmental	\$408	\$500	\$500	\$500	\$0
Other Revenue	\$25,295	\$37,000	\$37,000	\$37,000	\$0
Appr. Fund Balance	\$15,166	\$0	\$21,500	\$0	\$0
Total Revenues:	\$87,834	\$87,500	\$341,800	\$373,500	\$286,000
Tax Levy	\$543,119	\$569,350	\$569,350	\$587,790	\$18,440

Exp. (Over) Under Rev. & Levy	(\$52,963)	-	\$627	-



Planning (cont.)

Program Highlights

Personnel costs reflect salary and benefit increases to continue existing staff levels. Operating expenses increase to reflect the budgeting of the Smart Growth Grant at \$286,000 including \$212,00 for grants to participating communities, \$40,000 printing and \$34,000 for plan development contracting. Smart growth activities include the continued coordination, with 27 municipal partners, to update the Comprehensive Development Plan for Waukesha County. Interdepartmental postage costs have increased \$4,000 due to actual experience. Subdivision review fees have been increased 4.23%, which results in an additional \$3,000 in revenue.



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
# of mtgs w/town plan commissions under contract	45	50	40	36	(14)
# of towns under contract for planning services	4	4	3	3	(1)

Code Enforcement/Zoning

Program Description

Administration and enforcement of the Waukesha County Zoning Code and the Waukesha County Shoreland and Floodland Protection Ordinance. Review of subdivision and certified survey maps for compliance with applicable statutes, codes, the County Development Plan and ordinances.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	4.35	4.35	4.35	4.35	0.00
Personnel Costs	\$233,674	\$317,058	\$282,941	\$297,329	(\$19,729)
Operating Expenses	\$1,290	\$17,325	\$11,825	\$7,350	(\$9,975)
Interdept. Charges	\$14,690	\$21,571	\$20,346	\$14,813	(\$6,758)
Total Expenditures:	\$249,654	\$355,954	\$315,112	\$319,492	(\$36,462)
Fines/Licenses	\$147,075	\$148,000	\$148,000	\$160,000	\$12,000
Charges for Services	\$57,905	\$53,000	\$53,000	\$56,000	\$3,000
Interdepartmental	\$0	\$1,000	\$1,000	\$1,000	\$0
Other Revenue	\$0	\$6,000	\$3,000	\$0	(\$6,000)
Total Revenues:	\$204,980	\$208,000	\$205,000	\$217,000	\$9,000
Tax Levy	\$143,689	\$147,954	\$147,954	\$102,492	(\$45,462)

Exp. (Over) Under Rev. & Levy	\$99,015	- \$37,842	-	_
	•	·		



Program Highlights

Personnel costs reflect cost to continue existing staff levels of 4.35 FTE. Lower budgeted 2006 personnel costs reflect staff turnover and lower costs related to employee health care benefit selections. Operating expense have been reduced \$9,975 mainly due to a \$3,000 reduction in office supplies, a \$1,300 reduction for office equipment and a \$4,500 reduction in advertising and legal notices. Interdepartmental charges have been reduced by \$6,758 or 31% mainly due to reductions in computer maintenance and support costs and postage costs. Zoning Permits have been increased by a weighted average of 6.6%, resulting in \$12,000 of additional revenue.

Code Enforcement/Zoning (cont.)

Performance Measure Description

The measures illustrate customer service aspects of the program.



	2004	2005	2005	2006	Budget
Performance Measures	Actual	Budget	Estimate	Budget	Change
Zoning Permits-Avg. days to					_
Process	2.0	2.0	2.0	2.0	0.0
% of staff reports generated					
at least 6 days prior to					
commission review	95%	95%	95%	95%	0%
Activity					
Number of Zoning Permits	785	775	775	810	35
No. of Board of Adj.	101	130	115	120	(10)
No. of CSM reviewed	48	25	30	35	10
No. of Subdiv. Plat Recorded	60	35	50	50	15

Environmental Health

Program Description

Provide management and clerical support to Environmental Health, Humane Animal Program, Hazardous Material, Laboratory, Licensing and Septic/Well sections. Administer the Safe Drinking Water (SDWA) grant, Wisconsin Fund grant, Radon grant and the Private Sewage System maintenance program.

2004	2005	2005	2006	Budget
Actual	Budget	Estimate	Budget	Change
5.22	5.69	5.69	5.35	(0.34)
\$346,217	\$366,481	\$365,215	\$377,095	\$10,614
\$96,679	\$95,250	\$115,250	\$96,650	\$1,400
\$34,994	\$33,898	\$38,381	\$34,096	\$198
\$477,890	\$495,629	\$518,846	\$507,841	\$12,212
\$35,081	\$35,000	\$50,000	\$40,000	\$5,000
\$60	\$0	\$0	\$0	\$0
\$44,982	\$39,900	\$39,900	\$39,900	\$0
\$0	\$0	\$0	\$0	\$0
\$2,864	\$51,000	\$59,500	\$51,000	\$0
\$82,987	\$125,900	\$149,400	\$130,900	\$5,000
\$411,004	\$369,729	\$369,729	\$376,941	\$7,212
	Actual 5.22 \$346,217 \$96,679 \$34,994 \$477,890 \$35,081 \$60 \$44,982 \$0 \$2,864 \$82,987	Actual Budget 5.22 5.69 \$346,217 \$366,481 \$96,679 \$95,250 \$34,994 \$33,898 \$477,890 \$495,629 \$35,081 \$35,000 \$60 \$0 \$44,982 \$39,900 \$0 \$0 \$2,864 \$51,000 \$82,987 \$125,900	Actual Budget Estimate 5.22 5.69 5.69 \$346,217 \$366,481 \$365,215 \$96,679 \$95,250 \$115,250 \$34,994 \$33,898 \$38,381 \$477,890 \$495,629 \$518,846 \$35,081 \$35,000 \$50,000 \$60 \$0 \$0 \$44,982 \$39,900 \$39,900 \$0 \$0 \$0 \$2,864 \$51,000 \$59,500 \$82,987 \$125,900 \$149,400	Actual Budget Estimate Budget 5.22 5.69 5.69 5.35 \$346,217 \$366,481 \$365,215 \$377,095 \$96,679 \$95,250 \$115,250 \$96,650 \$34,994 \$33,898 \$38,381 \$34,096 \$477,890 \$495,629 \$518,846 \$507,841 \$35,081 \$35,000 \$50,000 \$40,000 \$60 \$0 \$0 \$0 \$44,982 \$39,900 \$39,900 \$39,900 \$0 \$0 \$0 \$0 \$2,864 \$51,000 \$59,500 \$51,000 \$82,987 \$125,900 \$149,400 \$130,900

Exp. (Over) Under Rev. & Levy	\$16,101	- \$283	-



Program Highlights

Personnel costs reflect cost to continue for 5.35 FTE and a reduction of approximately \$6,400 due to elimination of funding for 0.34 FTE intern positions. General Government revenues reflect a \$5,000 increase to Wisconsin fund septic replacement program, from \$20,000 to \$25,000, due to the estimated number of participants. This program is a state grant program that the County administers but does not contribute funding. State grant revenues have been increased to fund the additional program costs.

Environmental Health (cont.)

Performance Measure Description

The measures illustrate compliance statistics used for operational management.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
% of Mandatory Maintenance responses to 1 st mailing	90%	90%	91%	92%	2%
% compliance with Safe Drinking Water Act grant	100%	100%	100%	100%	0%
Activity					
Wi Fund Grant (Septic Replacements)	6	5	9	7	2
# of on-site septic systems in under Mandatory Maint.	16,450	17,300	17,300	18,000	700

Humane Animal

Program Description

Provide education, advice and enforcement on animal neglect/welfare issues and follow up on animal bite reports with appropriate animal quarantines and rabies investigation.

2004	2005	2005	2006	Budget
Actual	Budget	Estimate	Budget	Change
2.05	2.33	2.33	2.22	(0.11)
\$110,154	\$118,132	\$118,576	\$121,938	\$3,806
\$11,808	\$21,200	\$21,200	\$21,200	\$0
\$7,896	\$10,729	\$10,720	\$9,766	(\$963)
\$129,858	\$150,061	\$150,496	\$152,904	\$2,843
\$12,960	\$0	\$0	\$0	\$0
\$52,149	\$66,300	\$60,000	\$60,000	(\$6,300)
(\$5)	\$0	\$0	\$0	\$0
\$65,104	\$66,300	\$60,000	\$60,000	(\$6,300)
\$86,040	\$83,761	\$83,761	\$92,904	\$9,143
\$21,286	-	(\$6,735)]
	Actual 2.05 \$110,154 \$11,808 \$7,896 \$129,858 \$12,960 \$52,149 (\$5) \$65,104 \$86,040	Actual Budget 2.05 2.33 \$110,154 \$118,132 \$11,808 \$21,200 \$7,896 \$10,729 \$129,858 \$150,061 \$12,960 \$0 \$52,149 \$66,300 (\$5) \$0 \$65,104 \$66,300 \$86,040 \$83,761	Actual Budget Estimate 2.05 2.33 2.33 \$110,154 \$118,132 \$118,576 \$11,808 \$21,200 \$21,200 \$7,896 \$10,729 \$10,720 \$129,858 \$150,061 \$150,496 \$12,960 \$0 \$0 \$52,149 \$66,300 \$60,000 (\$5) \$0 \$0 \$65,104 \$66,300 \$60,000 \$86,040 \$83,761 \$83,761	Actual Budget Estimate Budget 2.05 2.33 2.33 2.22 \$110,154 \$118,132 \$118,576 \$121,938 \$11,808 \$21,200 \$21,200 \$21,200 \$7,896 \$10,729 \$10,720 \$9,766 \$129,858 \$150,061 \$150,496 \$152,904 \$12,960 \$0 \$0 \$0 \$52,149 \$66,300 \$60,000 \$60,000 (\$5) \$0 \$0 \$0 \$65,104 \$66,300 \$60,000 \$60,000 \$86,040 \$83,761 \$83,761 \$92,904



Program Highlights

Personnel costs represent cost to continue existing staff and the eliminiation of 0.11 FTE of extra help.

A comprehensive Waukesha County Humane Officer website went online in 2004. The website provides valuable information to the general public, pet owners, municipal employees and law enforcement officers concerning humane animal laws, county rabies control program and West Nile Virus surveillance.

Dog License revenues have been reduced due to lower than anticipated number of licenses being issued.

Budget

Humane Animal (cont.)

2006

Performance Measure Description

The measure indicates the efforts of the program and staff to respond to and quarantine animals when necessary.

2005

2005

2004



Perfomance Measures	Actual	Budget	Budget Estimate		Change
Percent of quarantines done within 10 days	100%	100%	100%	100%	0%
Activity					
Educational Presentations on rabies control and animal neglect/abuse	12	20	20	20	0
Humane Investigations	1,445	1,300	1,350	1,350	50
Rabies Control Activities (bite investigation and quarantine follow-up)	1,157	1,200	1,200	1,200	0

Hazardous Material

Program Description

Reviews and assesses the purchase, storage, use and disposal of hazardous materials controlled by the County to assure compliance with all applicable federal, state and local environmental laws. Performs or contracts for environmental assessment services used in the property transactions involving the County. Coordinates environmental remediation services for County projects and County facilities.

2004	2005	2005	2006	Budget
Actual	Budget	Estimate	Budget	Change
1.00	1.00	1.00	1.00	0.00
\$94,771	\$97,974	\$97,353	\$101,979	\$4,005
\$22,732	\$68,500	\$78,610	\$58,600	(\$9,900)
\$3,247	\$3,673	\$3,417	\$3,466	(\$207)
\$120,750	\$170,147	\$179,380	\$164,045	(\$6,102)
\$11	\$0	\$0	\$0	\$0
\$60,000	\$40,000	\$68,697	\$30,000	(\$10,000)
\$60,011	\$40,000	\$68,697	\$30,000	(\$10,000)
\$126,818	\$130,147	\$130,147	\$134,045	\$3,898
	Actual 1.00 \$94,771 \$22,732 \$3,247 \$120,750 \$11 \$60,000 \$60,011	Actual Budget 1.00 1.00 \$94,771 \$97,974 \$22,732 \$68,500 \$3,247 \$3,673 \$120,750 \$170,147 \$11 \$0 \$60,000 \$40,000 \$60,011 \$40,000	Actual Budget Estimate 1.00 1.00 1.00 \$94,771 \$97,974 \$97,353 \$22,732 \$68,500 \$78,610 \$3,247 \$3,673 \$3,417 \$120,750 \$170,147 \$179,380 \$11 \$0 \$0 \$60,000 \$40,000 \$68,697 \$60,011 \$40,000 \$68,697	Actual Budget Estimate Budget 1.00 1.00 1.00 1.00 \$94,771 \$97,974 \$97,353 \$101,979 \$22,732 \$68,500 \$78,610 \$58,600 \$3,247 \$3,673 \$3,417 \$3,466 \$120,750 \$170,147 \$179,380 \$164,045 \$11 \$0 \$0 \$0 \$60,000 \$40,000 \$68,697 \$30,000 \$60,011 \$40,000 \$68,697 \$30,000

Exp. (Over) Under Rev. & Levy	\$66,079	- \$19,464	-	-



Program Highlights

Operating costs are reduced mainly due to a \$10,000 reduction in Brownfield recycling program. Program has been reduced from \$40,000 to \$30,000 based on actual experience. Program is funded with fund balance appropriation, which has also been reduced \$10,000.

Hazardous Material (cont.)

Performance Measure Description

Monit. For Compliance. Above Ground

Monit. For Compliance. Under Ground

The measure illustrates customer service within this program.



Performance Measures	2004 Actual	2005 Budget	2005 Estimat		06 laet	Budget Change
% Env assessment done within 20 days of request	95%	95%		5%	95%	0%
Activity						
Env. Assessment Performed In REM (foreclosure) Prop Revie	wed	19	35	23	25	(10)
# Of Haz. Waste Streams Recycle	ed	2	2	2	2	0
Number of Petroleum Storage	<u> </u>					

45

7

Licensing

5

(1)

50

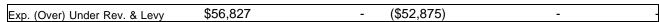
6

Program Description

Provide licensing, inspection, education and plan review of restaurants, retail food establishments, hotels/motels/tourist rooming houses, bed and breakfast establishments, public pools, recreational-educational camps and campgrounds.

7

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	6.00	6.00	7.00	7.00	1.00
Personnel Costs	\$406,820	\$420,317	\$470,016	\$493,476	\$73,159
Operating Expenses	\$15,911	\$21,550	\$22,550	\$22,850	\$1,300
Interdept. Charges	\$21,966	\$21,860	\$21,036	\$24,864	\$3,004
Total Expenditures:	\$444,697	\$463,727	\$513,602	\$541,190	\$77,463
Fines/Licenses	\$517,347	\$489,500	\$486,500	\$504,500	\$15,000
Charges for Service	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$3,235	\$3,000	\$3,000	\$3,000	\$0
Other Revenue	\$0	\$500	\$500	\$500	\$0
Total Revenues:	\$520,582	\$493,000	\$490,000	\$508,000	\$15,000
Tax Levy	(\$19,058)	(\$29,273)	(\$29,273)	\$33,190	\$62,463





Program Highlights

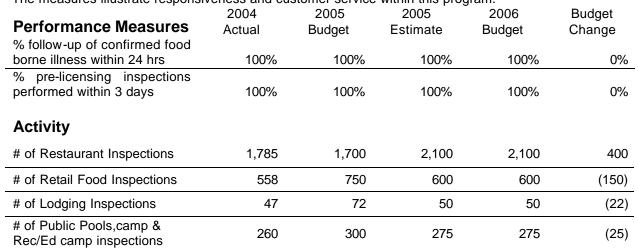
Personnel costs include the transfer of existing staff Sanitarian position to the Food Establishment Licensing program from the Well and Private Sewage System program. Since 2001, there have been 224 new food service establishments licensed in Waukesha County. The continuing growth in the numbers of licensed establishments increases the need for services such as plan review, consultations, education and pre-licensing inspections. A staff position has been transferred from the Septic Program to address the additional workload.

Overall revenues increase \$15,000 and include an increase of 4.7% in retail food and 5.7% in restaurant fees.

Licensing (cont.)

Performance Measure Description

The measures illustrate responsiveness and customer service within this program.



Note: The new Wisconsin food code protocol for food establishment inspections requires a significantly longer amount of time to do a complete inspection. Also, staff is spending more time educating operators regarding the new WI Food Code. Also, food security issues and staff standardization require additional time, therefore the Department is realizing a reduction in the number of inspections.

Septic/Well/Lab Programs

Program Description

Inspect the visible portions of the private well and/or private sewage system on existing properties to document compliance with NR 812 and/or Comm. 83 Wisconsin Administrative Code requirements. Collect water samples for bacteriological and/or chemical analysis. Issue sanitary permits and inspect private sewage system installations.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	10.00	10.00	9.00	9.00	(1.00)
Personnel Costs	\$639,730	\$643,182	\$574,445	\$598,744	(\$44,438)
Operating Expenses	\$46,938	\$70,950	\$59,150	\$58,450	(\$12,500)
Interdept. Charges	\$24,394	\$27,381	\$25,121	\$21,642	(\$5,739)
Total Expenditures:	\$711,062	\$741,513	\$658,716	\$678,836	(\$62,677)
Fines/Licenses	\$348,506	\$350,000	\$325,000	\$355,000	\$5,000
Charges for Services	\$123,634	\$130,000	\$120,100	\$126,000	(\$4,000)
Total Revenues:	\$472,140	\$480,000	\$445,100	\$481,000	\$1,000
Tax Levy	\$243,125	\$261,513	\$261,513	\$197,836	(\$63,677)





Program Highlights

Personnel costs reflect the transfer of a staff Sanitarian position to the Food Establishment Licensing program from the Well and Private Sewage System program. Operating expenses decrease mainly due to \$8,000 in one time computer equipment purchases in 2005. Interdepartmental charge reduction is mainly due to \$3,574 reduction in computer related maintenance and replacement costs.

Septic permit fees have been increased by 3.7%, resulting in a \$5,000 increase in revenue. Preliminary Site Evaluation revenue has been reduced \$5,000 based on lower volume of activity.

Septic/Well/Lab Programs (cont.)

Performance Measure Description

This measure illustrates responsiveness and customer service within this program.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
% of same day inspection of private sewage system installation if notified before 9:30 am Activity	100%	100%	100%	100%	0%
Number of PSE's	1,260	1,250	1,300	1,240	(10)
Number of Septic Permits Issue	<u>d</u>				
Conventional	407	410	340	400	(10)
Mound	341	340	300	340	0
Holding Tank	33	35	34	25	(10)
At Grade	8	8	7	3	(5)
Pressure Distribution	8	5	10	5	0

Parks Programs

Program Description

The Parks program is responsible for the acquisition, development, operation, and maintenance of a natural resource based park system, which meets the open space, recreational, educational, and quality of life needs of the residents of Waukesha County. Program activities include the acquisition of park and open space land throughout the County, planning for new parks and existing park enhancements, daily operation of facilities and park specific recreation programs.

Tax Levy	\$2,860,202	\$2,916,864	\$2,916,864	\$2,985,709	\$68,845
Total Revenues:	\$1,304,017	\$1,010,800	\$1,158,338	\$1,041,700	\$30,900
Appr. Fund Balance	\$224,487	\$0	\$147,938	\$0	\$0
Other Revenue	\$11,725	\$4,000	\$4,100	\$4,000	\$0
Interdepartmental	\$139,979	\$138,300	\$138,300	\$154,200	\$15,900
Charges for Services	\$787,104	\$829,000	\$828,500	\$844,000	\$15,000
Fine/Licenses	\$12,406	\$12,000	\$12,000	\$12,000	\$0
General Government	\$128,316	\$27,500	\$27,500	\$27,500	\$0
Total Expenditures:	\$3,850,087	\$3,927,664	\$4,005,390	\$4,027,409	\$99,745
Fixed Assets	\$139,156	\$212,950	\$322,000	\$271,800	\$58,850
Interdept. Charges	\$500,139	\$532,460	\$513,901	\$544,180	\$11,720
Operating Expenses	\$731,951	\$567,430	\$553,408	\$488,800	(\$78,630)
Personnel Costs	\$2,478,841	\$2,614,824	\$2,616,081	\$2,722,629	\$107,805
Staffing (FTE)	60.24	62.93	62.93	61.83	(1.10)
	Actual	Budget	Estimate	Budget	Change
	2004	2005	2005	2006	Budget

Exp. (Over) Under Rev. & Levy	\$314,132	-	\$69,812	-
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Parks Programs (cont.)



Program Highlights

Personnel costs increase \$107,805, which reflects the cost to continue existing full time staff, a 3% or 0.95 FTE reduction in seasonal extra help hours, a 10% or 0.15 FTE reduction in overtime hours and a \$15,000 increase for first time budgeting of Unemployment Compensation expenses.

Operational expenses decrease \$78,630. Expense decreases include \$20,000 for consultant services related to land purchases. Survey and appraisal costs associated with land purchases are now being charged directly to the Tarmann fund. Garbage Collection costs have been reduced \$15,900 based on actual experience and supply expenses have been reduced by \$14,900. Outside printing has been reduced \$6,350 through the standardization of park system brochures. Interdepartmental charges increase \$11,720 relating to increases of \$6,397 for End User Operations and Technology Fund charges, \$12,500 for Gasoline-Fuel, and \$7,640 for Vehicle Replacement. Interdepartmental increases are off-set by a decrease in Vehicle Maintenance charges by \$17,700, mainly due to \$15,000 being shifted to the Retzer Nature Center budget. The fixed assets increase is primarily due to implementation of the Three Year Maintenance Plan and the first time budgeting of \$44,000 for greenway trail development in partnership with site developers.

Overall program revenues have been increased \$30,900 or 3.0%. Park fees increase by \$15,000 due to slight increase in rates for rental of recreation center, beach houses, picnic shelter, picnic pavilions and camping fees. Administration services charges to enterprise funds have been increased \$15,900. The administrative charge increase is mainly due to slight increase in hours allocated and increases in existing staff costs.

Performance Measure Description

The County has adopted a performance measure of 30% cost recovery for park operations.

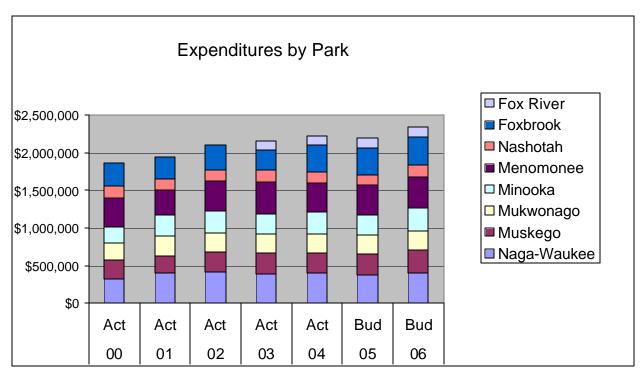


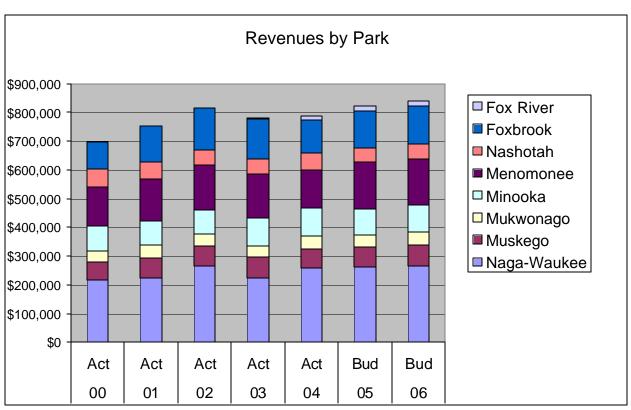
Performance Measures	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Park revenues as % of oper. costs (benchmark 30%)	39.9%	39.9%	36.1%	38.0%	(1.9%)



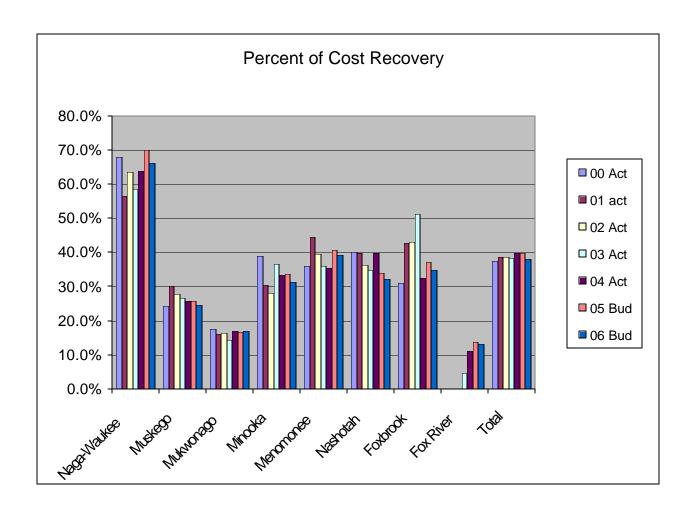
Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Daily Entrance Stickers	70,943	74,100	75,000	74,100	0
Annual Stickers	5,996	6,072	6,200	6,072	0
Family Camping	5,876	5,686	6,000	5,686	0
Group Camping	1,840	1,070	1,300	1,070	0
Reserved Picnics/Pavilion/Lodge	928	1,156	1,200	1,156	0
Annual Boat Launch Stickers	494	500	200	500	0
Daily Boat Launch	17,008	19,700	20,000	19,700	0

Parks Programs (cont.)





Parks Programs (cont.)



The following analysis excludes all capital and three year Maintenance Plan items from Expenditures. The Park and Planning Commission has established a goal of 30% cost recovery for the park system. The charts indicate that while expenditures have increased, the park system has been able to maintain revenue recovery at just under 40% of expenditures.

PARK AND LAND USE THREE YEAR MAINTENANCE PLAN

Maintenance projects consist of repairs or improvements that are necessary for the maintenance of the County's grounds and park facilities. The Park and Land Use department is responsible for identifying, scheduling, and performing the work necessary to complete the maintenance projects. These projects are different from capital projects in the frequency of the repair/improvement, the cost related to the project, and the inclusion of these projects in the department's annual operating budget. In order to plan for these expenditures on an annual basis and insure the continued maintenance of County grounds and park facilities, a three-year plan is developed to identify future projects and provide for a consistent annual budget base. Accounts 5712 (Building Repair/Maintenance--Planned) and 5730 (Road/Runway/Parking Lot Maintenance) are operating expenditure items, and account 7255 (Building Improvements) is for projects classified as fixed asset expenditure items. Starting in budget year 2002, the department has begun including park facility maintenance recommendations contained in the county facility management plan.

Ground M	aintenance	2006	2007	2008
	Building Repair/Maintenance	\$1,500	\$9,000	\$0
	Road/Parking Lot Maintenance	\$0	\$0	\$0
	Building improvements	<u>\$7,000</u>	\$0	\$0
	Total Ground Maintenance	\$8,500	\$9,000	\$0
Retzer				
	Building Repair/Maintenance	\$4,500	\$7,500	\$21,800
	Road/Parking Lot Maintenance	\$600	\$600	\$600
	Building improvements	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	Total Retzer	\$5,100	\$8,100	\$22,400
Naga-wau	kee Park			
	Building Repair/Maintenance	\$10,400	\$4,000	\$10,200
	Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
	Building improvements	<u>\$20,000</u>	<u>\$32,000</u>	<u>\$10,000</u>
	Total Nagaukee Park	\$31,900	\$37,500	\$21,700
Muskego				
	Building Repair/Maintenance	\$0	\$23,300	\$1,000
	Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
	Building improvements	<u>\$34,000</u>	<u>\$0</u>	<u>\$10,000</u>
	Total Musekgo Park	\$35,500	\$24,800	\$12,500
Mukwonag	ao			
	Building Repair/Maintenance	\$2,100	\$15,000	\$32,000
	Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
	Building improvements	<u>\$42,900</u>	<u>\$0</u>	<u>\$15,000</u>
	Total Mukwonago Park	\$46,500	\$16,500	\$48,500
Minooka				
	Building Repair/Maintenance	\$0	\$10,000	\$0
	Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
	Building improvements	<u>\$0</u>	<u>\$0</u>	<u>\$5,000</u>
	Total Minooka Park	\$1,500	\$11,500	\$6,500

PARK AND LAND USE THREE YEAR MAINTENANCE PLAN (cont.)

		<u>2006</u>	<u>2007</u>	<u>2008</u>
Menomon	ee			
	Building Repair/Maintenance	\$7,500	\$17,500	\$55,700
	Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
	Building improvements	\$19,900	\$62,000	\$5,000
	Total Menomonee Park	\$28,900	\$81,000	\$62,200
	Total Menorionee Fark	φ20,900	φο1,000	\$02,200
Nashotah				
	Building Repair/Maintenance	\$225	\$6,600	\$0
	Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
	Building improvements	\$25,000	\$0	\$0
	Total Nashotah Park	\$26,725	\$8,100	\$1,500
	Total Nashotali Laik	Ψ20,123	ψ0,100	Ψ1,300
Foxbrook				
	Building Repair/Maintenance	\$3,000	\$0	\$0
	Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
	Building improvements	\$5,000	\$0	\$20,000
	Total Foxbrook Park	\$9,500	\$1,500	\$21,500
	Total Total Control Care	φο,σσσ	Ψ1,000	Ψ21,000
Fox River				
	Building Repair/Maintenance	\$2,500	\$0	\$0
	Road/Parking Lot Maintenance	\$0	\$0	\$0
	Building improvements	\$0	<u>\$0</u>	<u>\$0</u>
	Total Fox River Park	\$2,500	\$0	\$0
		* /	, -	* -
	Grand Total	\$196,625	\$198,000	\$196,800
	Building Repair/Maintenance	\$31,725	\$92,900	\$120,700
	Road/Parking Lot Maintenance	\$11,100	\$11,100	\$11,100
	Building improvements	<u>\$153,800</u>	\$94,000	\$65,000
	Grand Total	\$196,625	\$198,000	\$196,800
	Grana rotal	φ100,020	φ100,000	Ψ100,000

General County Grounds Maintenance

Program Description

The Grounds Maintenance is responsible for the maintenance of a safe, clean and aesthetically pleasing manner for the Government Center, Northview Grounds, Radio Tower Site, Mental Health Center, Eble Ice Arena and Moor Downs Golf Course.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	11.84	11.65	11.65	11.41	(0.24)
Personnel Costs	\$469,678	\$446,344	\$445,640	\$451,968	\$5,624
Operating Expenses	\$153,465	\$73,700	\$73,500	\$90,750	\$17,050
Interdept. Charges	\$118,601	\$121,299	\$121,271	\$132,228	\$10,929
Fixed Assets	\$6,110	\$39,950	\$39,250	\$14,000	(\$25,950)
Total Expenditures:	\$747,854	\$681,293	\$679,661	\$688,946	\$7,653
Interdepartmental	\$193,085	\$167,500	\$160,000	\$153,800	(\$13,700)
Appr. Fund Balance	\$34,562	\$0	\$0	\$0	\$0
Total Revenues:	\$227,647	\$167,500	\$160,000	\$153,800	(\$13,700)
Tax Levy	\$448,594	\$513,793	\$513,793	\$535,146	\$21,353
Exp. (Over) Under Rev. & Levy	(\$71,613)	-	(\$5,868)	_	-



Program Highlights

Personnel costs reflect cost to continue existing staff levels, which is partially offset by a 3% or 0.16 FTE reduction in extra help hours and 10% or 0.08 FTE reduction in overtime hours.

Operating expenses increase \$17,050. Expenditure increases include; \$8,500 for garbage collection costs based on history, \$6,100 in small tools and equipment and \$3,000 in landscaping supplies. Interdepartmental charges increase \$10,929 mainly due to Central Fleet Maintenance and Repair charges of \$10,000, Vehicle replacement charges of \$2,000 and Fuel costs of \$4,000. These interdepartmental increases are offset by a \$5,000 reduction in highway supplies.

Program revenues are received from Enterprise fund operations for grounds maintenance services. In 2006, program revenues decrease \$13,700 based upon estimated staff efforts.



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	0
Acres of Parking Lot maintained	42	43	43	43	0
Linear Feet of Sidewalk and Entrances	24,625	24,625	25,800	25,800	1,175

Retzer Nature Center

Program Description

Retzer Nature Center is responsible for development, operation and maintenance of a land based nature center focused upon environmental education, natural land management, and plant community restoration and wildlife habitat improvement. The primary goal is to provide maximum customer enjoyment and understanding of the County's significant natural resources while maintaining and enhancing the quality of those features.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	8.07	9.13	8.53	9.01	(0.12)
Personnel Costs	\$377,886	\$406,599	\$385,388	\$411,829	\$5,230
Operating Expenses	\$106,992	\$133,947	\$187,935	\$157,275	\$23,328
Interdept. Charges	\$60,711	\$39,406	\$50,985	\$57,508	\$18,102
Fixed Assets	\$0	\$12,750	\$44,000	\$0	(\$12,750)
Total Expenditures:	\$545,589	\$592,702	\$668,308	\$626,612	\$33,910
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services (a)	\$87,904	\$129,152	\$59,000	\$67,000	(\$62,152)
Other Revenue	\$1,209	\$1,000	\$56,700	\$63,000	\$62,000
Appr. Fund Balance	\$3,646	\$0	\$59,585	\$0	\$0
Total Revenues:	\$92,759	\$130,152	\$175,285	\$130,000	(\$152)
Tax Levy	\$466,227	\$462,550	\$462,550	\$496,612	\$34,062

E	Exp. (Over) Under Rev. & Levy	\$13,397	- (\$30,473)	-

⁽a) Total revenues for the Planetarium Lease Agreement is \$24,064 per year. In 2006, \$13,000 is budgeted as revenue from the Waukesha School District. The remaining \$11,064 will be placed in an account to be appropriated in future years for planetarium repair and maintenance.



Program Highlights

Personnel costs reflect the cost to continue existing staff levels and are partially offset by a 3% or 0.11 FTE reduction in extra help hours and a 10% or 0.01 reduction in overtime.

Operating expenses increase \$23,328 due to first time budgeting for a full year of operation of the Retzer Learning Center and costs associated with the operation of the Charles Horwitz Planetarium. Operating expense increases associated with the facility expansion include; Electric and Gas of \$9,800, program and volunteer support of \$5,000, building maintenance of \$4,500, merchandise for resale of \$4,368 and garbage collection of \$4,700. Interdepartmental charges increase \$18,102 mainly due to vehicle repair costs of \$15,000 being budgeted in this cost center, prior to 2006 these costs were budgeted in Parks cost center.

Revenues are budgeted at 2005 levels. However, charges for service decrease \$62,152 and other revenue increase \$62,000 reflecting the classification of revenues associated with gift shop and bird seed sales to better reflect accounting classifications.

The 2005 budget anticipated a full year of increased revenue from the operation of the Retzer Learning Center and charges for services from the Waukesha School District for planetarium maintenance services (2006 will be the first full year of operation for the facilities).

Retzer Nature Center (cont.)

Performance Measure Description

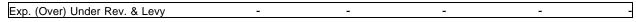
The County has adopted a performance measure of 20% cost recovery for nature center operations



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change		
Revenue as % of operating expenses (benchmark 20%)(a)	17.00%	22.46%	19.42%	20.92%	(1.54%)		
(a) Excludes fixed assets and 3 year maintenance plan items.							
Activity							
Attendance at hikes, work shops, seminars	5,691	7,500	8,500	9,000	1,500		
Apple harvest festival attendance	3,317	4,400	4,500	4,500	100		
Site Evaluations	6	12	12	12	0		
Bird Seed Bags Sold	1,618	2,800	2,800	3,000	200		



Tax Levy	\$215,000	\$215,000	\$215,000	\$215,000	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$215,000	\$215,000	\$215,000	\$215,000	\$0
Operating Expenses	\$215,000	\$215,000	\$215,000	\$215,000	\$0
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
	Actual	Budget	Estimate	Budget	Change
	2004	2005	2005	2006	Budget





Program Highlights

The program continues the existing ten-year grant with the Waukesha County Historical Society to fund staffing and program operations. The grant was established through County Board resolution in 2002 and is contingent upon the Historical Society meeting attendance benchmarks.



Activity	2003	2004	2005	2006	2007
Annual Contractual Visitor Performance Standard	13,000	13,000	13,000	13,130	13,330
Actual/Estimate (a)	14,000	17,002	17,000	18,000	NA

(a) The 2003 and 2004 actual attendance data was verified through a research study conducted by the Carroll College Department of Mathematics. A methodology for future attendance monitoring has been developed by Carroll College professor, Dr. Elizabeth Towell, for use by the museum. Dr. Towell recommended outside verification on a bi-annual basis; therefore, in 2006 another review will be performed on 2005 actual and 2006 estimates.

Exposition Center

Program Description

Provides facilities for recreational, educational, and entertainment events to citizens, businesses, and government groups.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	8.53	9.40	9.42	8.71	(0.69)
Personnel Costs	\$345,087	\$371,604	\$368,555	\$369,620	(\$1,984)
Operating Expenses	\$299,199	\$235,926	\$219,800	\$236,650	\$724
Interdept. Charges	\$140,060	\$37,470	\$37,273	\$48,738	\$11,268
Total Expenditures: (a)	\$784,346	\$645,000	\$625,628	\$655,008	\$10,008
Charges for Services	\$607,273	\$620,000	\$620,000	\$630,000	\$10,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$119,930	\$0	\$0	\$0	\$0
Total Revenues	\$727,203	\$620,000	\$620,000	\$630,000	\$10,000
Tax Levy	\$90,000	\$25,000	\$25,000	\$25,008	\$8

Exp. (Over) Under Rev. & Levy	\$32,857	- \$19,372	-	-

⁽a) Prior to 2005 the Exposition Center was operated as an enterprise fund, for 2003 and 2004 total expenditures and net operating income/ (loss) exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.

⁽b) The 2004 revenue budget includes fund balance appropriations\$119,930 (Exposition Center Fund).



Program Highlights

In 2005, Exposition Center was changed from an enterprise fund to a general fund operation. The accounting method shift is made to recognize the Expo Center as a community development asset.

Personnel costs include cost to continue existing full time staff, which is more than offset with a 0.65 FTE reduction in extra help and a 0.04 reduction in overtime. Overtime and temporary extra help expenses have been reduced to reflect more actual usage. Querating expenses increase slightly with landfill services offsetting increase in utility charges. Interdepartmental charges increase mainly due to increased insurance costs of \$5,700 and EUOTF charges of \$4,300.

Charges for service revenues are expected to increase by a weighted average of 3% with the number of events booked to remain constant.

Performance Measure Description

Revenues per event are measured for historical comparison and to aid in operational planning and management.



Performance Measures	2004 Actual	2005 Budaet	2005 Estimate	2006 Budaet	Budget Change
Avg. Revenue/Paid Event	\$2,570	\$2,540	\$2,550	\$2,625	\$85
Avg. Opportunity Cost/Free Event	e \$652	\$640	\$640	\$660	\$20

Administrative Services

Program Description

Monitor overall performance of the various divisions to insure continuous improvement in customer service. Provide business/financial management services including; development and implementation of the department budget, process payroll, provide accounting services and fiscal analysis. In addition, provide direction and leadership in office efficiencies, automated file developments, strategic planning, and performance measures.

Tax Levy	\$597,407	\$617,407	\$617,407	\$659,929	\$42,522
Total Revenues:	\$137,040	\$126,600	\$134,600	\$114,100	(\$12,500)
Appr. Fund Balance	\$8,000	\$0	\$11,500	\$0	\$0
Other Revenue	\$2,741	\$3,500	\$3,000	\$3,500	\$0
Interdepartmental	\$126,217	\$122,000	\$120,000	\$109,500	(\$12,500)
Charges for Services	\$82	\$1,100	\$100	\$1,100	\$0
Total Expenditures:	\$707,541	\$744,007	\$740,073	\$774,029	\$30,022
Fixed Assets	\$8,000	\$0	\$0	\$0	\$0
Interdept. Charges	\$64,007	\$63,475	\$60,965	\$65,598	\$2,123
Operating Expenses	\$48,495	\$92,500	\$89,728	\$78,500	(\$14,000)
Personnel Costs	\$587,039	\$588,032	\$589,380	\$629,931	\$41,899
Staffing (FTE)	9.54	9.50	9.50	9.50	0.00
	Actual	Budget	Estimate	Budget	Change
	2004	2005	2005	2006	Budget

Exp. (Over) Under Rev. & Levy	\$26,906	- \$11,934	-	-



Program Highlights

Personnel cost reflect salary and benefit increases to continue existing staff levels and one additional staff member choosing to take family health care benefits. Operating expenses have been reduced \$14,000 or 15%. Budgeted operating expenditure reductions include; Office Supplies of \$2,500, office equipment maintenance of \$3,500, travel and training of \$2,500, clerical assistance of \$2,500 and printing of \$4,000.

The reallocation of staff efforts has reduced the time being allocated to assist Golf Course and Ice Arena activities. This results in a \$12,500 decrease in administrative overhead charges.

Performance Measure Description

The measures illustrate responsiveness and customer service within this program.

2004



	2004	2003	2005	2000	Duugei
Performance Measures	Actual	Budget	Estimate	Budget	Change
Customer service inquires	194,586	325,000	400,000	500,000	175,000
through Web Pages viewed # of web page inquiries.	132/100%	125/100%	150/100%	200/100%	75/0%
regarding svc./% responded to within 2 bus. days					

2005

2005

2006

Rudget

Fund Purpose/Program Description

The Waukesha County Land Information System is a special revenue fund created to establish a county—wide, integrated approach to linking land parcel locations to digital mapping and databases concerning property information through a computerized environment.

The Land Information System program is responsible for implementation and oversight of an integrated, comprehensive Land Information System for Waukesha County, whereby land information files containing land parcel data are linked to digital maps via geospatial software, relational database technology and/or a parcel identifier. Program staff also study, identify, and address issues attendant to data custody, control, and maintenance.

The Division activities are fully funded by document recording fees. For each document recorded in the Register of Deeds Office, a special \$7 fee is collected and retained for Land Records Modernization efforts. Of this \$7, \$2 is sent to the Wisconsin Department of Revenue, \$5 is retained locally, of which \$4 is used for general local land records activities and \$1 is used specifically for providing land information via the Internet.

FINANCIAL SUMMARY		2005			Change From 2	2005
Land Information	2004	Adopted	2005	2006	Adopted Bud	get
Systems Fund	Actual	Budget	Estimate(a)	Budget	\$	%
Personnel Costs	\$245,111	\$255,867	\$245,655	\$265,374	\$9,507	3.7%
Operating Expenses	\$253,503	\$260,990	\$386,190	\$243,565	(\$17,425)	-6.7%
Interdept. Charges	\$38,995	\$43,664	\$42,617	\$49,447	\$5,783	13.2%
Fixed Assets	\$15,300	\$0	\$0	\$0	\$0	NA
Total Expenditures	\$552,909	\$560,521	\$674,462	\$558,386	(\$2,135)	-0.4%
General Government	\$47,184	\$0	\$50,000	\$0	\$0	NA
Charges for Services	\$614,215	\$560,521	\$552,000	\$558,386	(\$2,135)	-0.4%
Appr. Fund Balance (a)	\$0	\$0	\$74,890	\$0	\$0	NA
Total Revenues	\$661,399	\$560,521	\$676,890	\$558,386	(\$2,135)	-0.4%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Exp. (Over)/Under Rev. & Levy	\$108,490	-	\$2,428	-	-	-
Position Summary (FTE)						
Regular Positions	3.00	3.00	3.00	3.00	0.00	
Extra Help	0.48	0.48	0.48	0.48	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	3.48	3.48	3.48	3.48	0.00	

⁽a) The 2005 estimate exceeds 2005 adopted budget to include additional expenditure authority carried over from 2004 and changes approved by ordinance.

Land Information System Fund

Parks & Land Use Objectives/ Achievements/Capital/Program

Departmental Strategic Objectives

Provide Comprehensive Customer Service

1. Enhance existing GIS mapping Intranet, Extranet and Internet site to include additional applications and data information in a more user-friendly, user specific manner. (4th Quarter) (Goals 4.6, 4.7, and 4.8)

Innovate and Seek Continuous Quality Improvement

1. Continue the development of workflow based update processes for all Land Information System Datasets. (4th Quarter) (Goal 1.3)

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05 Innovate and Seek Continuous Quality Improvement

1. Designed and created the street centerline file attributed with address ranges for use in the successful implementation of the Waukesha County Shared Dispatch System Phase II technology.

CURRENT AND PROPOSED CAPITAL PROJECTS

Proj.		Expected Completion	Total Proiect	Est. % Complete	Estimated Operating	A=Annual T=
•	Project Name	<u>Year</u>	Cost	End of 05	<u>Impact</u>	One-Time
200508	Orthophotography	2005	\$800,000	100%	\$0	NA
200614	Orthophotography	2010	\$800,000	0%	\$0	NA



Program Highlights

The budget reflects continued support and maintenance of current Land Information System activities and datasets. Operating expenses decrease \$17,425. Operating costs include a contracted services increase of \$40,000 for County Surveyor services provided by South Eastern Regional Planning Commission (SEWRPC). The Commission indicates they need to restructure the County Surveyor service and attendant pricing structure since they are unable to subsidize the County Surveyor function from their general planning funds. This increase in contracted services is offset with an \$18,000 reduction in consulting services related to the one time costs for assistance with updating the mapping web site and \$42,500 in lower LIS program costs associated with centerline/addressing data maintenance activities. Interdepartmental charges increase mainly due to increases in End User Operations and Technology Fund charges.

Performance Measure Description

Department staff fills data and map requests for external and internal users. The department has established a customer service measure to fill requests within 3 and 4 days for data and map request respectively.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
# of digital data requests filled within 3 days/# of requests	41/41	65/70	30/30	50/50	(15)/(20)
# of custom designed map requests filled within 4 days/#					
of requests	130/137	120/200	120/125	95/100	(25)/(100)

Fund Purpose

The Waukesha County Legacy Parkland Acquisition Program provides for the acquisition of Parkland and unique natural areas either directly by the County or in partnership with local municipalities, government units or non-profit conservation organizations as identified in the Waukesha County Park and Open Space Plan and Greenway Plans. Specific acquisitions under this program shall be presented as ordinances for consideration by the County Board.

FINANCIAL SUMMARY		2005			Change From	2005
	2004	Adopted	2005	2006	Adopted Bu	dget
General Fund	Actual	Budget	Estimate	Budget	\$	%
Operating Expenses	\$76,500	\$5,000	\$205,000	\$25,000	\$20,000	400.0%
Fixed Assets	\$1,714,857	\$1,495,000	\$1,115,000	\$975,000	(\$520,000)	-34.8%
Total Expenditures	\$1,791,357	\$1,500,000	\$1,320,000	\$1,000,000	(\$500,000)	-33.3%
General Government	\$146,688	\$375,000	\$375,000	\$450,000	\$75,000	20.0%
Charges for Services	\$0	\$300,000	\$300,000	\$0	(\$300,000)	-100.0%
Other Revenue	\$635,546	\$125,000	\$135,000	\$425,000	\$300,000	240.0%
Appr. Fund Balance (a)	\$1,370,136	\$700,000	\$700,000	\$125,000	(\$575,000)	-82.1%
Total Revenues	\$2,152,370	\$1,500,000	\$1,510,000	\$1,000,000	(\$500,000)	-33.3%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Exp. (Over)/Under Rev. & Levy	\$361,013	-	\$190,000	-	-	NA

(a) The 2006 Budget includes \$125,000 of Tarmann Fund Balance associated with the prior year transfer of parks' revenue. The 2005 Budget and estimate include \$500,000 of Tarmann Fund Balance, \$125,000 of Tarmann Fund Balance associated with the prior year transfer of parks' revenue and \$75,000 of Golf Course Appropriated Fund Balance.

Departmental Strategic Objectives

- 1. Provide funding for the acquisition of lands, either directly by the County or in partnership with local municipalities, government units, or non-profit conservation organizations, identified in the Waukesha County Park and Open Space and Greenway Plans.
- 2. Seek donations, dedications, right of first refusals, easements, fee simple acquisition and bequeaths to implement the Waukesha County Park Open Space and Greenway Plans.



Program Highlights

Budgeted expenditures decrease \$500,000 based on anticipated land purchases.

Revenues decrease \$500,000 primarily due to a \$575,000 decrease in appropriated fund balance, of which \$500,00 is related to the removal of one-time Tarmann Fund Balance for anticipated 2005 land purchases and \$75,000 reflects the discontinuation of Golf Course retained earnings as a Tarmann Fund funding source. Government revenue increases \$75,000 based on anticipated State of Wisconsin Stewardship grant program revenues. Charges for Service decrease \$300,000 and other revenues increase \$300,000 reflecting the classification of landfill siting revenue as other revenue rather than a charge for service to better reflect accounting classifications.



	2004	2005	2005	2006	Buaget
Activity	Actual	Budget	Estimate	Budget	Change
Number of parcels acquired	3	5	3	3	(2)
Number of acres acquired	256	300	250	250	(50)

Summary of Tarmann Fund Funding Sources 2003 - 2006

Daviero Carras	2003	Adpt. 04	2004	Adpt. 05	2006	Budget
Revenue Source	Actual	Budget	Actual	Budget	Budget	Change
Tarmann Fund						
Balance	\$0	\$0	\$436,387	\$500,000	\$0	(\$500,000)
Grant						
Reimbursements	\$1,065,006	\$350,000	\$146,688	\$375,000	\$450,000	\$75,000
Landfill Siting	\$0	\$0	\$0	\$300,000	\$300,000	\$0
Parks Excess						
Revenue/Over						
Costs Transfer						
from General Fund	\$182,565	\$100,000	\$122,736	\$125,000	\$125,000	\$0
Interest Income	\$84,474	\$100,000	\$103,426	\$100,000	\$100,000	\$0
Golf Course						
Retained Earnings	\$250,000	\$150,000	\$150,000	\$75,000	\$0	(\$75,000)
Land Sales - Other						
(Permits/Sales						
Etc.)	\$81,653	\$0	\$532,120	\$25,000	\$25,000	\$0
MRF Fund Balance	\$150,000	\$200,000	\$200,000	\$0	\$0	\$0
General Fund						
Balance	\$150,000	\$100,000	\$100,000	\$0	\$0	\$0
Total	\$1,963,698	\$1,000,000	\$1,791,357	\$1,500,000	\$1,000,000	(\$500,000)

- The 2006 budget request **decreases budgeted Tarmann Fund Balance** usage by \$500,000 based on the financing need for estimated 2006 acquisitions.
- **Grant Reimbursements** increase \$75,000 to \$450,000. Actual revenues will vary based on expenditure levels and the timing of state funding decisions. The department indicates that they have averaged about 40% cost recover through the state stewardship program over time.
- Landfill Fees of \$300,000 continue in 2006.
- Parks Excess Revenue Over Cost continues at \$125,000. These revenues are budgeted as a Tarmann Fund balance. However, funds are initially recognized within the Parks General Fund and transferred to the Tarmann Fund at year-end.
- Budgeted **Tarmann Fund Interest income** remains the same in 2006 due to estimated average cash balances invested expected to be lower than 2005 offset by an expected higher rate of return.
- Appropriated Golf Course fund balance is eliminated in 2006.
- Land sales and other revenue continues at \$25,000. The 2004 actual include land sale revenue associated with the sale of excess land to the City of Pewaukee (\$477,670) and sale of a parcel on Aviation Drive (\$48,600).

Fund Purpose

This budget is comprised of 3 separate golf courses (Moor Downs Golf Course, Naga-waukee Golf Course, and Wanaki Golf Course) that are financed in a manner similar to private business enterprises. The fund purpose is: To provide complete golfing facilities for the general public at an affordable rate while not requiring a tax subsidy; to generate adequate income to continue to provide improvements to existing facilities; to develop, maintain and operate the facilities consistent with the industry's standards; and to continue to provide new improvements to the facilities which will serve to enhance the recreational experience for the golfing public while maintaining a high level of usage at the facility.

FINANCIAL SUMMARY		2005			Change From	2005
	2004	Adopted	2005	2006	Adopted Bud	dget
General Fund	Actual	Budget	Estimate	Budget	\$	%
Personnel Costs	\$1,131,004	\$1,225,836	\$1,165,648	\$1,160,093	(\$65,743)	-5.4%
Operating Expenses	\$1,135,928	\$1,086,439	\$1,062,179	\$1,039,508	(\$46,931)	-4.3%
Interdept. Charges	\$851,852	\$915,793	\$879,818	\$919,870	\$4,077	0.4%
Fixed Assets (Memo) (a)	\$163,214	\$10,000	\$15,360	\$19,500	\$9,500	95.0%
Total Expenditures (a)	\$3,118,784	\$3,228,068	\$3,107,645	\$3,119,471	(\$108,597)	-3.4%
General Government	\$0	\$0	\$0	\$0	\$0	NA
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	NA
Charges for Services	\$3,010,038	\$3,375,000	\$3,200,000	\$3,265,000	(\$110,000)	-3.3%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	NA
Other Revenue	\$0	\$0	\$0	\$0	\$0	NA
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	NA
Total Revenues	\$3,010,038	\$3,375,000	\$3,200,000	\$3,265,000	(\$110,000)	-3.3%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Operating Inc./(Loss) (a)	(\$108,746)	\$146,932	\$92,355	\$145,529	(\$1,403)	-1.0%
Position Summary (FTE)						
Regular Positions	9.58	9.58	8.83	8.58	(1.00)	
Extra Help	23.54	23.38	23.38	22.21	(1.17)	
Overtime	1.19	1.18	1.03	0.99	(0.19)	
Total	34.31	34.14	33.24	31.78	(2.36)	

⁽a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.

Departmental Strategic Objectives

Manage Resources With Fiscal Prudence

- 1. Evaluate seasonal staffing schedules to reduce unemployment compensation payments. (Goal 1.9 entire year)
- 2. Utilize an extensive customer database to proactively market specials and offerings via e-mail, to generate additional revenue with minimal marketing costs. (Goal 1.7 Qtr 2 & 3)

Provide Comprehensive Customer Service

1. Continue to develop and refine the availability and use of on line tee times for our customers. (Goal 4.5 Qtr 1)

Innovate and Seek Continuous Quality Improvement

- 1. Complete the renovation of the Moor Downs Clubhouse. (Goal 1.9 Qtr 1)
- 2. Utilize the latest machinery and technologies that will provide for a well-maintained course and an enjoyable golfing experience at a reasonable price to the users. (Goal 1.9)(3rd Qtr)

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

- 1. Analyzed and evaluated the potential for lease versus purchasing golf course equipment. It was determined that purchasing in 2004 was more effective.
- 2. Developed the Moor Downs Clubhouse renovation project. This will address Americans with Disabilities Act (ADA) and building code issues, utility efficiencies, and the historic preservation of a unique building.
- 3. The Wanaki cart path project was completed permitting cart access to the golf course during wet conditions. This will enhance the revenue potential.
- 4. Utilized an extensive customer database of approximately 3,000 email addresses to proactively market specials and offerings via email, to generate additional revenue with minimal marketing costs.
- 5. Strategically promoted the golf course via media ads, public relations, and packaged specials in order to maintain revenue levels.
- 6. Moor Downs was the host facility for the restructured Great Blue Heron Girl Scout, learn to golf program in partnership with the WPGA. Over 150 girls participated in this program.
- 7. Golf courses retained earnings provided funding for Walter J. Tarmann fund parkland acquisition (\$75,000).
- 8. Held Waukesha County Junior Tournament at Naga-waukee and Senior Ladies State Tournament at Wanaki.
- 9. Reviewed maintenance practices, thus reduced staffing levels at Wanaki golf course, by one full-time employee.
- 10. Cash Flow from operations in 2004 totaled \$87,915. In 2005 and 2006 operations are anticipated to generate a positive cash flow of approximately \$325,000 and \$355,000 respectively. This excludes depreciation charges, fixed asset purchases, and transfers to other funds.

CURRENT AND PROPOSED CAPITAL PROJECTS

		Expected	Total	Est. %	Estimated	A=Annual
Proj.		Completion	Project	Complete	Operating	T=
#	Project Name	<u>Year</u>	Cost	End of 05	<u>Impact</u>	One-Time
200012	Moor Downs GC 5 th hole Redevelopment	2006	\$109,900	50%	\$7,500	Α
200401	Moor Downs Club House	2006	\$425,000	5%	\$13,000	Α

Naga-waukee Golf Course

Program Description

Provides a well-maintained 18-hole golf course and support facilities without tax levy funds.

revenues, and are included in the department's fixed asset request.

Operating Inc./(Loss) (a)	\$242,085	\$200,119	\$160,998	\$197,984	(\$2,135)
Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$1,596,326	\$1,673,000	\$1,600,000	\$1,640,000	(\$33,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,596,326	\$1,673,000	\$1,600,000	\$1,640,000	(\$33,000)
Total Expenditures: (a)	\$1,354,241	\$1,472,881	\$1,439,002	\$1,442,016	(\$30,865)
Fixed Assets (Memo) (a)	\$116,887	\$5,000	\$4,200	\$10,000	\$5,000
Interdept. Charges	\$317,867	\$370,975	\$349,145	\$359,589	(\$11,386)
Operating Expenses	\$516,598	\$522,256	\$510,056	\$509,928	(\$12,328)
Personnel Costs	\$519,776	\$579,650	\$579,801	\$572,499	(\$7,151)
Staffing (FTE)	16.62	16.32	16.32	15.53	(0.79)
	Actual	Budget	Estimate	Budget	Change
	2004	2005	2005	2006	Budget

(a) Total expenditures and net ope	erating income exclude capitalized fixed	asset purchases to conform with
financial accounting standards.	Fixed asset purchases will be made f	rom cash generated by operating



Program Highlights

Personnel costs decrease primarily due to overtime and temporary seasonal hours have been reduced \$17,000 as a result of management's reallocation of staff for shift coverage. The golf courses are directly charged for unemployment compensation. Labor laws will be reviewed in an attempt to mitigate these claims.

Operating expenses are anticipated to decrease \$12,300 or 2% mostly due to less depreciation expenditures. Offset by increased costs related to merchandise for resale in the pro shop to bring expenses closer to prior year actual costs.

Interdepartmental charges are expected to decrease \$11,000, primarily due to a reduction in Central Fleet Maintenance expenditures with an increase in Information System Maintenance and equipment fuel.

Budgeted revenues are expected to decrease based on analysis of industry trends and prior year activity. Overall fees will change slightly in order to maintain market positioning.

Cash Flow from operations in 2004 totaled \$352,063. In 2005 and 2006 operations are anticipated to generate a positive cash flow of approximately \$259,000 and \$293,000 respectively. This excludes depreciation charges, fixed asset purchases, and transfers to other funds.

Performance Measure Description

The performance measure measures the County golf courses using the National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course.



Performance Measures

	<u>Benchmark-1</u>	<u>'04Actual</u>	<u>'05Budget</u>	<u>'06Budget</u>
Average Margin *	10%	27%	22%	22%
Net Operating Income *	\$145,000	\$433,476	\$383,726	\$376,476
Payroll % of total Expenses	49%	38%	39%	39%
Rounds Played	31.204	52.152	52.900	50.825

^{* -} Before Sales Taxes, Debt Service, and Depreciation Expense

^{1 -} National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

Golf Course Fund

Parks & Land Use

Program

Nagawaukee Golf Course (Cont.)

Fixed assets for 2006 Clubhouse carpeting \$10,000



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
9 Hole Rounds	79,506	78,950	78,000	79,695	745
Golf Car Rental	21,026	19,600	20,000	20,400	800
ID Cards paying	2,318	3,200	2,300	2,290	(910)
9 Hole Play	24,798	22,850	22,000	21,955	(895)
18 Hole Play	27,354	28,050	28,000	28,870	820

	National Golf	
18 Hole Municipal Course	Foundation Median Region 4	<u>2004 Data</u>
Gross Revenue	\$1,000,000	\$1,677,739
Gross Revenue/Round	\$31	\$32
Rounds Played	31,204	52,152
# of Full Time Employees	6	4

Naga-Waukee Golf Course Revenue							
	2004	2005	2005	2006			
	Actual	Budget	Estimate	Budget			
Green Fees	\$987,542	\$1,025,000	\$990,000	\$1,017,500			
Carts	\$267,840	\$295,000	\$267,000	\$270,000			
ID Cards	\$34,197	\$43,000	\$35,000	\$38,000			
Food	\$151,889	\$145,000	\$150,000	\$152,000			
Merchandise	\$110,320	\$115,000	\$112,000	\$115,000			
Misc.	\$44,538	\$50,000	\$46,000	\$47,500			
Total	\$1,596,326	\$1,673,000	\$1,600,000	\$1,640,000			

Wanaki Golf Course

Program Description

Provides a well-maintained 18-hole golf course and support facilities without tax levy funds.

Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$1,053,502	\$1,294,000	\$1,200,000	\$1,220,000	(\$74,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,053,502	\$1,294,000	\$1,200,000	\$1,220,000	(\$74,000)
Total Expenditures: (a)	\$1,310,397	\$1,293,352	\$1,214,205	\$1,219,395	(\$73,957)
Fixed Assets (Memo) (a)	\$26,368	\$5,000	\$9,400	\$9,500	\$4,500
Interdept. Charges	\$281,734	\$278,638	\$274,263	\$289,983	\$11,345
Operating Expenses	\$509,904	\$467,459	\$453,674	\$443,746	(\$23,713)
Personnel Costs	\$518,759	\$547,255	\$486,268	\$485,666	(\$61,589)
Staffing (FTE)	14.97	15.10	14.20	13.78	(1.32)
	Actual	Budget	Estimate	Budget	Change
	2004	2005	2005	2006	Budget

Operating inc./(LOSS) (a) (\$250,095) \$040 (\$14,205) \$005 (\$	Operating Inc./(Loss) (a)	(\$256,895)	\$648	(\$14,205)	\$605	(\$43
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⁽a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request. Wanaki golf course was closed for 20 days in the spring and early summer of 2004. Wet conditions effected play and cart rentals during several days when the course was technically open for business.



Program Highlights

Personnel costs are reduced primarily due to the unfunding of a 1.00 FTE maintenance Worker position. Overtime and seasonal budgets have been reviewed and reduced by 0.32 FTE mostly as a result of more effective management of shifts. The golf courses are directly charged for unemployment compensation. Labor laws will be reviewed in an attempt to mitigate these claims.

Operating expenses are anticipated to decrease \$24,000 or 5% mostly due to expenditure reductions in several line items. Such as depreciation expense, small equipment, contracted services, repairs, and fertilizers. An increase in pro shop ancillary revenue in recent years has required management to increase cost of goods sold expenditures.

Interdepartmental charges are expected to increase \$11,000, primarily due to a Central Fleet expenses, Information System charges, and Vehicle Replacement expenses.

Budgeted revenues are expected to decrease based on analysis of industry trends and prior year activity. Overall fees will change slightly in order to maintain market positioning.

Cash Flow from operations in 2004 totaled (-\$145,510) due to the course being closed 20 days due to rain and other/wet conditions impacting cart rental. In 2005 and 2006 operations are anticipated to generate a positive cash flow of approximately \$92,000 and \$101,000 respectively. This excludes depreciation charges, fixed asset purchases, and transfers to other funds.

Wanaki Golf Course (Cont.)

Performance Measure Description

The performance measure measures the County golf courses using the National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course.



Performance Measures

	Benchmark-1	'04Actual	'05Budget	'06Budget
Average Margin *	10%	(8%)	10%	15%
Net Operating Income *	\$145,000	(\$91,781)	\$106,178	\$193,355
Payroll % of total Expenses	49%	39%	41%	39%
Rounds Played	31,204	42,044	48,650	45,865

^{* -} Before Sales Taxes, Debt Service, and Depreciation Expense

Fixed assets for 2006

Maintenance Building Electrical Panel \$4,500, roof replacement \$5,000



	2004	2005	2005	2006	Budget
Activity	Actual	Budget	Estimate	Budget	Change
9 Hole Rounds	57,533	66,100	66,750	61,065	(5,035)
Golf Car Rental	10,693	14,000	11,500	11,450	(2,55)
ID Cards paid	1,652	2,500	1,650	1,640	(860)
9 Hole Play	26,555	32,300	31,750	30,665	(1,63)
18 Hole Play	15,489	16,900	17,500	15,200	(1,700)
		National Golf			
18 Hole Municipal Course	<u>Fou</u>	Foundation Median Region 4			2004 Data
Gross Revenue		\$1,000,000			\$1,107,231
Gross Revenue/Round			\$31		\$26
Rounds Played			31,204		42,044
# of Full Time Employees			6		3

Wanaki Golf Course Revenue							
	2004 Actual	2005 Budget	2005 Estimate	2006 Budget			
Green Fees	\$649,272	\$782,000	\$750,000	\$768,000			
Carts	\$105,687	\$146,000	\$135,000	\$135,000			
ID Cards	\$24,878	\$45,000	\$30,000	\$32,000			
Food	\$124,376	\$142,000	\$135,000	\$135,000			
Merchandise	\$125,504	\$124,000	\$125,000	\$125,000			
Misc.	\$23,785	\$55,000	\$25,000	\$25,000			
Total	\$1,053,502	\$1,294,000	\$1,200,000	\$1,220,000			

^{1 -} National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

Moor Downs Golf Course

Program Description

Provides a well-maintained 9-hole golf course and support facilities without tax levy funds.

Operating Inc./(Loss) (a)	(\$93,936)	(\$53,835)	(\$54,438)	(\$53,060)	\$775
Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$360,210	\$408,000	\$400,000	\$405,000	(\$3,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$360,210	\$408,000	\$400,000	\$405,000	(\$3,000)
Total Expenditures: (a)	\$454,146	\$461,835	\$454,438	\$458,060	(\$3,775)
Fixed Assets (Memo) (a)	\$19,959	\$0	\$1,760	\$0	\$0
Interdept. Charges	\$252,251	\$266,180	\$256,410	\$270,298	\$4,118
Operating Expenses	\$109,426	\$96,724	\$98,449	\$85,834	(\$10,890)
Personnel Costs	\$92,469	\$98,931	\$99,579	\$101,928	\$2,997
Staffing (FTE)	2.72	2.72	2.72	2.47	(0.25)
	Actual	Budget	Estimate	Budget	Change
	2004	2005	2005	2006	Budget

⁽a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request. Wet conditions effected play for several days and golf cars were not allowed onto the course for 3 weeks in the spring and early summer of 2004.



Program Highlights

Personnel costs have moderated compared to recent years. Temporary seasonal hours have been reduced by 0.25 FTE due to more effective management of shifts. The golf courses are directly charged for unemployment compensation. Labor laws will be reviewed in an attempt to mitigate these claims.

Operating expenses are anticipated to decrease \$11,000 or 11% mostly due to a reduction in depreciation charges.

Interdepartmental charges are expected to increase \$4,000, primarily due to an increase in Administrative charges, management services, and vehicle replacement expenses.

Budgeted revenues are expected to decrease based on analysis of industry trends and prior year activity. Overall fees will change slightly in order to maintain market positioning.

Cash Flow from operations in 2004 totaled (-\$69,368). In 2005 and 2006 operations are anticipated to generate a negative cash flow of approximately (-\$24,700) and (-\$37,000) respectively. This excludes depreciation charges, fixed asset purchases, and transfers to other funds.

Performance Measure Description

The performance measure measures the County golf courses using the National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course.



Performance Measures

	<u>Benchmark-1</u>	<u>'04Actual</u>	<u>05Budget</u>	<u>06Budget</u>
Average Margin *	10%	(14%)	(1%)	4%
Net Operating Income *	\$145,000	(\$50,997)	(\$3,297)	(\$16,986)
Payroll % of total Expenses	49%	20%	21.5%	22%
Rounds Played	31,204	23,911	25,775	24,500

^{* -} Before Sales Taxes, Debt Service, and Depreciation

^{1 -} National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

Moor Downs Golf Course (Cont.)



	2004	2005	2005	2006	Budget
Activity	Actual	Budget	Estimate	Budget	Change
9 Hole Rounds	24,091	26,130	25,400	24,700	(1,430)
Golf Car Rental	2,519	3,950	3,800	3,495	(455)
ID Cards paid	1,358	1,650	1,500	1,375	(275)
9 Hole Play	23,731	25,420	24,900	24,300	(1,120)
18 Hole Play	180	355	250	200	(155)

	National Golf	
18 Hole Municipal Course	Foundation Median Region 4	2004 Data
Gross Revenue	\$1,000,000	\$378,581
Gross Revenue/Round	\$31	\$16
Rounds Played	31,204	23,911
# of Full Time Employees	6	1

Moor Downs Golf Course Revenue							
	2004	2005	2005	2006			
	Actual	Budget	Estimate	Budget			
Green Fees	\$267353	\$297,000	\$297,000	\$299,000			
Carts	\$35,507	\$40,000	\$40,000	\$40,000			
ID Cards	\$20,760	\$24,000	\$24,000	\$25,000			
Food	\$21,517	\$25,000	\$22,000	\$22,000			
Merchandise	\$9,400	\$11,000	\$10,000	\$10,000			
Misc.	\$5,673	\$11,000	\$7,000	\$9,000			
Total	\$360,210	\$408,000	\$400,000	\$405,000			

Fund Purpose

To provide quality ice skating facilities for the general public at an affordable rate while not requiring a tax subsidy for the cost of operation, maintenance and debt retirement for Eble Park and Naga-waukee Park Ice Arenas. To continue to improve the efficiency and quality of services so as to enhance the recreational experience for the user while maintaining a high level of usage at the facility.

FINANCIAL SUMMARY		2005		Change Fro	ange From 2005	
	2004	Adopted	2005	2006	d Budget	
General Fund	Actual	Budget	Estimate	Budget	\$	%
Personnel Costs	\$410,039	\$440,865	\$442,593	\$456,000	\$15,135	3.4%
Operating Expenses (a)	\$411,325	\$474,653	\$422,273	\$428,715	(\$45,938)	-9.7%
Interdept. Charges	\$153,922	\$154,516	\$149,843	\$143,598	(\$10,918)	-7.1%
Fixed Assets(Memo) (b)	\$65,600	\$0	\$20,600	\$0	\$0	NA
Interdept. Debt-Prin (Memo) (c)	\$101,416	\$104,539	\$104,539	\$107,824	\$3,285	3.1%
Total Expenditures (b)	\$975,286	\$1,070,034	\$1,014,709	\$1,028,313	(\$41,721)	-3.9%
General Government	\$0	\$0	\$0	\$0	\$0	NA
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	NA
Charges for Services	\$884,826	\$1,050,500	\$905,000	\$914,000	(\$136,500)	-13.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	NA
Other Revenue	\$14,138	\$20,000	\$16,000	\$16,000	(\$4,000)	-20.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	NA
Total Revenues	\$898,964	\$1,070,500	\$921,000	\$930,000	(\$140,500)	-13.1%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Operating Inc./(Loss) (a) (b)	(\$76,322)	\$466	(\$93,709)	(\$98,313)	(\$98,779)	-21197.2%
Position Summary (FTE)						
Regular Positions	5.78	5.78	5.78	5.78	0.00	
Extra Help	4.52	4.39	4.41	4.02	(0.37)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	10.30	10.17	10.19	9.80	(0.37)	

- (a) Budgeted depreciation expense includes only the county's portion of the capital investment and excludes donations as contributed capital. As a result, the Operating income or loss differs from the Comprehensive Annual Financial statement which includes donations as contributed capital.
- (b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (c) A General fund principal repayment for Eble Park Ice Arena and Naga-Waukee Ice Arena loan amounts are being repaid in accordance with the original repayment schedule over 25-year periods from Ice Arena revenues. Interest expense payments for the Ice Arenas will be delayed until the end of the current loan term at which time annual interest expense payments will be paid in the amount per year originally scheduled. Debt Service principal is not included in total expenditures and net operating income in order to conform with financial accounting standards.

Departmental Strategic Objectives

Manage Resources With Fiscal Prudence

- 1. Develop additional revenue sources to aid in contract ice rate increases. (Goal 1.8, 4th Qtr 2006)
- 2. Monitor seasonal employee utilization by effective management of schedules. (Goal 1.8, 4th Qtr 2006)

Provide Comprehensive Customer Service

- 1. Offer Waukesha County Youth Hockey a "learn-to-skate" program. (Goal 1.9, 3rd Qtr 2006)
- 2. Expand the Waukesha County Hockey League (WCHL) for the upcoming season. (Goal 1.9 3rd Qtr 3 4th qtr 2006)

Innovate and Seek Continuous Quality Improvement

- 1. Maintain ice arenas that offer quality sheets of ice and amenities to our customers at reasonable rates. (Goal 1.9, 4th Qtr 2006)
- 2. Utilize the year 2005 Ice Arena Audit when making operational adjustments. (ongoing)

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

Manage Resources With Fiscal Prudence

- 1. Develop additional revenue sources, dasher-board advertisement, to alleviate contract ice rate increases.
- 2. Installed monitoring sensors that automatically informed management of faults in compressors so as to ensure ice quality integrity and prevented loss of any potential revenue.
- 3. Cash Flow from operations in 2004 totaled \$76,709. In 2005 and 2006 operations are anticipated to generate a positive cash flow of \$42,000 and \$40,000 respectively. This excludes depreciation charges, fixed asset acquisitions, principal debt service, and interest income.

Provide Comprehensive Customer Service

- 1. Coordinated the first full year of the Waukesha County Hockey league to increase participation levels.
- 2. Offered Waukesha County Youth Hockey an option to develop and assume the "learn-to-skate" program.

Innovate and Seek Continuous Quality Improvement

- 1. Maintained ice arena facilities that offer quality sheets of ice and amenities to our customers at reasonable rates.
- 2. Assisted the Internal Audit department in their findings and report on the operations of the ice arenas.

Naga-Waukee Ice Arena

Program Description

Provides a quality ice skating facility.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	5.18	5.12	5.12	4.90	(0.22)
Personnel Costs	\$211,675	\$223,842	\$225,512	\$231,941	\$8,099
Operating Expenses	\$224,616	\$277,346	\$236,706	\$237,034	(\$40,312)
Interdept. Charges	\$77,066	\$75,569	\$72,693	\$69,927	(\$5,642)
Fixed Assets (Memo) (a)	\$4,890	\$0	\$14,500	\$0	\$0
Interdept. Debt-Principal (Memo) (a)	\$60,052	\$63,175	\$63,175	\$66,460	\$3,285
Total Expenditures: (a)	\$513,357	\$576,757	\$534,911	\$538,902	(\$37,855)
Charges for Services	\$441,066	\$553,000	\$455,000	\$459,000	(\$94,000)
Other Revenue (b)	\$14,138	\$20,000	\$16,000	\$16,000	(\$4,000)
App. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$455,204	\$573,000	\$471,000	\$475,000	(\$98,000)
Tax Levy	\$0	\$0	\$0	\$0	\$0
·					
Operating Inc./(Loss) (a)	(\$58,153)	(\$3,757)	(\$63,911)	(\$63,902)	(\$60,145)

- (a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases are made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (b) Other revenue for 2004 includes investment income along with 2005 estimate and 2006 budget of \$16,000 each year.

Program Highlights

Personnel costs increase due to the normal step and merit increases and the continuation of benefits and a newer employee selection of health insurance. Also, temporary extra help has been reduced \$3,400 for 0.22 FTE.

Operating costs decreased 14% primarily for anticipated referee costs reductions during the first year of the WCHL. There is a corresponding decrease in revenues also.

Interdepartmental costs decreased by 7% primarily due to a reduction in management services and Central Fleet maintenance. Revenues are anticipated to increase by a weighted average of 3%.



Performance Measure Description

Percentage of time booked based upon a 34-week ice session. A 24-hour per day schedule of 63 hours of prime hours per week and 105 hours of non-prime hours per week. Prime hours are weekdays 3 pm - 10 pm and weekends 8 am - 10 pm. Non-Prime hours are weekdays 10 pm - 3 pm and weekends 10 pm - 8 am.

	2004	2005	2005	2006	Budget
Performance Measures	Actual	Budget	Estimate	Budget	Change
Prime Hours Utilization	47%	51%	48%	48%	(3%)
Non-Prime Hours Utilization	17%	21%	17%	17%	(4%)

Naga-Waukee Ice Arena (Cont.)



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Contract Ice Hours	1,635	1,725	1,650	1,675	(50)
Public Skating Attendance	7,253	8,750	7,300	7,250	(1,500)
No. of Skate Rentals	2,347	3,250	2,400	2,500	(750)

Based upon a 34-week ice session. A 24-hour per day schedule of 63 hours of prime hours per week and 105 hours of non-prime hours per week. Prime hours are weekdays 3 pm - 10 pm and weekends 8 am - 10 pm. Non-Prime hours are weekdays 10 pm - 3 pm and weekends 10 pm - 8 am.

Naga-waukee Ice Arena Revenue							
	2004	2005	2005	2006			
	Actual	Budget	Estimate	Budget			
Public Skating	\$33,263	\$55,000	\$34,500	\$34,000			
Contracted	\$325,649	\$359,000	\$326,500	\$332,000			
Concession	\$53,100	\$53,000	\$52,000	\$52,000			
Merch/Bds/Misc*	\$43,192	\$86,000	\$42,000	\$41,000			
Total	\$455,204	\$553,000	\$455,000	\$459,000			

^{*} Payout to referees associated with the Waukesha County Hockey League.

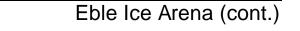
Eble Ice Arena

Program Description

Provides a quality ice skating facility.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	5.12	5.05	4.90	4.90	(0.15)
Personnel Costs	\$198,364	\$217,023	\$217,081	\$224,059	\$7,036
Operating Expenses	\$186,709	\$197,307	\$185,567	\$191,681	(\$5,626)
Interdept. Charges	\$76,856	\$78,947	\$77,150	\$73,671	(\$5,276)
Fixed Assets (Memo) (a)	\$60,710	\$0	\$6,100	\$0	\$0
Interdept. Debt -Principal (Memo) (a)	\$41,364	\$41,364	\$41,364	\$41,364	\$0
Total Expenditures: (a)	\$461,929	\$493,277	\$479,798	\$489,411	(\$3,866)
Charges for Services	\$443,760	\$497,500	\$450,000	\$455,000	(\$42,500)
Other Revenue	\$0	\$0	\$0	\$0	\$0
App. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$443,760	\$497,500	\$450,000	\$455,000	(\$42,500)
Tax Levy	\$0	\$0	\$0	\$0	\$0
Operating Inc./(Loss) (a)	(\$18,169)	\$4,223	(\$29,798)	(\$34,411)	(\$38,634)

⁽a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fix assets request.





Program Highlights

Personnel costs increased due to the normal step and merit increases and the continuation of benefits. Temporary extra help has been reduced by 0.15 FTE.

Operating costs decreased due to storm water run-off expenses to the Town of Brookfield which were included in the 2004 budget that will not be repeated in 2005. The remaining expenses are relatively constant.

Interdepartmental costs decreased by 6% primarily due to a reduction in management services and grounds maintenance expense. Revenues are anticipated to increase by a weighted average of 3%.

Performance Measure Description

Percentage of time booked based upon a 34-week ice session. A 24-hour per day schedule of 63 hours of prime hours per week and 105 hours of non-prime hours per week. Prime hours are weekdays 3 pm - 10 pm and weekends 8 am - 10 pm. Non-Prime hours are weekdays 10 pm - 3 pm and weekends 10 pm - 8 am.

	2004	2005	2005	2006	Budget
Performance Measures	Actual	Budget	Estimate	Budget	Change
Prime Hours Capacity	50%	50%	50%	50%	0%
Non-Prime Hours Capacity	13%	17%	14%	14%	(3%)



	2004	2005	2005	2006	Budget
Activity	Actual	Budget	Estimate	Budget	Change
Contract Ice Hours	1,577	1,685	1,600	1,605	(80)
Public Skating Attendance	10,273	12,500	10,500	10,500	(2,000)
No. of Skate Rentals	4,196	7,000	4,200	4,200	(2,800)

Eble Ice Arena Revenue						
	2004	2004 2005 2005		2006		
	Actual	Budget	Estimate	Budget		
Public Skating	\$44,675	\$78,000	\$44,000	\$44,000		
Contracted	\$310,029	\$340,000	\$318,000	\$323,000		
Concession	\$54,536	\$61,500	\$54,000	\$54,000		
Merch/Bds	\$34,520	\$18,000	\$34,000	\$34,000		
Total	\$443,760	\$497,500	\$450,000	\$455,000		

Fund Purpose/Program Description

The Materials Recycling Fund (MRF) accounts for processing and marketing of recyclables collected from municipalities within the Waukesha County program to comply with the State Recycling Law, Chapter 287. Provides technical and educational assistance to ensure proper use of drop-off and at-home recycling programs. Functions also include the accumulation of data, production of reports, and long-range planning for managing solid waste in compliance with Wisconsin law and the County Solid Waste Management Plan.

The Materials Recycling Processing/Marketing/Administration and Education Program manages the MRF operations contract with a private vendor to process and market recyclables at the county-owned MRF. Maintains building and equipment and provides collection service to drop off sites. Administers and manages DNR Recycling Grant; prepares required applications and reports. Promotes proper separation of recyclables and participation in curbside recycling programs in 25 participating communities. Provide tours and presentations to all requests. Develops, designs and distributes displays, brochures, and programs that promote recycling and waste reduction.

Financial Summary		2005			Change From	2005
	2004	Adopted	2005	2006	Adopted Bud	dget
Materials Recycling Fun	d Actual	Budget	Estimate	Budget	\$	%
Operating Expenses	\$1,582,680	\$1,714,715	\$1,652,415	\$1,878,125	\$163,410	9.5%
Interdept. Charges (a)	\$93,838	\$163,125	\$144,597	\$165,816	\$2,691	1.6%
Fixed Assets Memo (b)	\$252,443	\$212,000	\$212,000	\$346,000	\$134,000	63.2%
Total Expenditures	\$1,676,518	\$1,877,840	\$1,797,012	\$2,043,941	\$166,101	8.8%
General Government	\$1,072,517	\$850,000	\$1,100,000	\$1,000,000	\$150,000	17.6%
Charges for Services	\$0	\$35,000	\$0	\$35,000	\$0	0.0%
Other Revenue	\$1,368,643	\$905,000	\$933,564	\$735,000	(\$170,000)	-18.8%
Appr. Fund Balance (c)	\$653,219	\$650,000	\$763,849	\$650,000	\$0	0.0%
Total Revenues	\$3,094,379	\$2,440,000	\$2,797,413	\$2,420,000	(\$20,000)	-0.8%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Operating Inc./(Loss) (b)	\$1,417,861	\$562,160	\$1,000,401	\$376,059	(\$186,101)	-33.1%

- (a) Positions, which support the MRF, are directly billed on an hourly basis and charged to interdepartmental appropriations (not assigned through the payroll system).
- (b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request. Operating income is used to fund fixed asset capital outlay expenditures of \$346,000 planned for 2006.
- (c) Fund balance appropriations include \$650,000 in all years for dividend payments to participating communities.

Departmental Strategic Objectives Manage Resources With Fiscal Prudence

- 1. Improve intergovernmental cooperation, reduce costs, increase efficiency and competition by offering use of the MRF to additional municipalities and school districts at a per ton tip fee, while returning actual material sales revenue (Goal 1.5, Ongoing).
- 2. Pursue additional grant opportunities to improve efficiency and cooperation, and to increase participation in recycling, waste reduction, and composting (Ongoing).
- 3. Maintain a cost-effective system for processing recyclables at the county MRF in order to remain competitive with local landfill costs (Goal 1.5, Ongoing).

Provide Comprehensive Customer Service

- 1. Provide an investment dividend to all participating municipalities with the County as Responsible Unit for recycling to lower costs for local recycling efforts. Maintain sufficient funding to provide processing service at the MRF at no charge (Goal 1.5, Ongoing).
- 2. Conduct a study of long-term recycling and composting needs in conjunction with County Development Plan, including MRF capacity, possible organics collection, review landfill diversion goals, and position the county for increasing landfill costs and reduced landfill capacity in the future (1st-2nd guarter 2006).

Innovate and Seek Continuous Quality Improvement

- 1. Improve understanding and participation in recycling, composting and waste reduction programs to increase recyclable material volume and quality and decrease amount of waste going to landfills (Goal 3.12, Ongoing).
- 2. Develop with participating municipalities a Rebate Incentive Program based on the number of tons recycled the previous year and tied to average market price per ton (Goal 1.5, 1st gtr 2006).
- 3. Purchase and distribute new recycling bins to residents whose bins are damaged and offer second bins to those who need them due to increased paper recycling over a 2-year period in cooperation with municipalities and haulers. Use this opportunity to re-educate residents (Goal 3.12).
- 4. Conduct an evaluation of program design and education strategies (Goal 3.12, 2nd Qtr, 2006).

Major Strategic Achievements from 7/01/04 to 6/30/05

Innovate and Seek Continuous Quality Improvement

- Completed audit of equipment maintenance by independent engineering firm and received favorable report.
- 2. Upgraded lighting system for better visibility for sorters and improved energy efficiency.
- 3. Due to high recycled paper market demand, implemented new public education initiative to promote expanded paper recycling for chipboard and paper packaging (Recycle More Paper).



Program Highlights

Operating Expenses have increased over \$163,000. A new initiative to pay the full cost of residential recycling bins for participating municipalities to replace damaged and missing bins and provide a second bin on request to accommodate additional paper recycling will be implemented in 2006. Previously the County provided a 50% cost share with municipalities for recycling bins. This initiative will also be used as an opportunity to re-educate public on recycling since recent year tonnages have been flat. The initiative is a three-year program estimated to cost an additional \$57,000 per year. In addition, \$26,600 has been added to the budget to provide for consultants to complete two projects; conduct program evaluation and recommend improvements and conduct a long-term recycling capacity study. The operator vendor contract is anticipated to increase \$24,000 mainly due to inflationary increase in per ton processing fee. Budgeted depreciation has increased \$20,000 mainly due to anticipated equipment purchases in 2005 and 2006.

Fixed Asset purchases are budgeted at \$346,000, or a \$134,000 increase from the 2005 budget. Planned purchases include; Replacement of the secondary baler used for plastics, replacement of 2 conveyors leading to the secondary baler and replacement of tin and commingled transfer conveyors.

State recycling grant revenues have been increased \$150,000 to more accurately reflect actual state grant awards.

Program Highlights (cont.)

In 2005, the County Board approved an ordinance to suspend the allocation of investment income to this fund until either the state grant is eliminated or financial forecasts show that the annual dividends to participating communities can no longer be sustained. This has resulted in a \$275,000 reduction in fund revenues. This reduction is partially offset by a \$105,000 increase in material sale revenues. Material sale revenues have increased mainly due to favorable aluminum and paper prices.

Performance Measure Descriptions

MRF performance measures are designed to evaluate either processing efficiency or program effectiveness.

The percent of the waste stream recycled is used to evaluate the effectiveness of programming in conjunction with solid waste statistics, with the long term goal of reducing the quantity of materials landfilled.

Residual material as a percent of materials received is measured to evaluate the efficiency of the facility and also the effectiveness of the educational programming which is designed to limit the amount of non-recyclable material collected.

Participation is measured periodically to ensure the program is meeting participant needs and to develop targeted educational programming.

Revenue as a percent of operating expenses and the cost per ton are measured for comparisons to landfill costs and also provide internal efficiency measures for operational management.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
% waste stream recycled	39%	36%	36%	37%	1%
% residue/reject (goal at 5%)	3.3%	5.0%	5.0%	5.0%	0%
Recycling Participation as measured by survey (a)	98%	98%	98%	98%	0%
Rev as % of expenses	185%	130%	156%	118%	(12%)
Net Operating cost per Ton (b)	(\$4.19)	\$21.65	\$10.60	\$23.61	\$1.96

- (a) Recycling participation determined by a statistically valid phone survey of citizen opinions and behaviors regarding recycling and solid waste conducted between December 2002 and January 2003.
- (b) Net cost of processing recyclables at MRF, including education. Does not include state grant funding, investment income or dividend rebate program. Excludes tons processed under contract with communities that are not within the responsible unit designation.



Activity

•	2004	2005	2005	2006	Budget
	<u>Actual</u>	<u>Budget</u>	Estimate	<u>Budget</u>	<u>Change</u>
Households Served	83,758	84,500	85,000	86,000	1,500
Tons Received	23,941	26,000	26,000	26,000	0
Number touring MRF &	1.382	1.800	1.500	1.500	(200)
Education Room visits	1,302	1,000	1,300	1,500	(300)

Annual tonnage increased 15% in 2002 after being relatively stable since 1995. Chart 1 shows relatively stable material market revenue with the exception of higher prices in 2000 and 2004. The program goal is to keep the net operating cost per ton below the prevailing landfill disposal charge for solid waste, which is approximately \$32 per ton. Chart 2 shows that recycling is significantly cheaper than landfilling. The recycling operation five-year average (2000-2004) net operating loss of \$2.25 per ton is approximately \$29.75 per ton less expensive than estimated landfill costs.

Chart 1

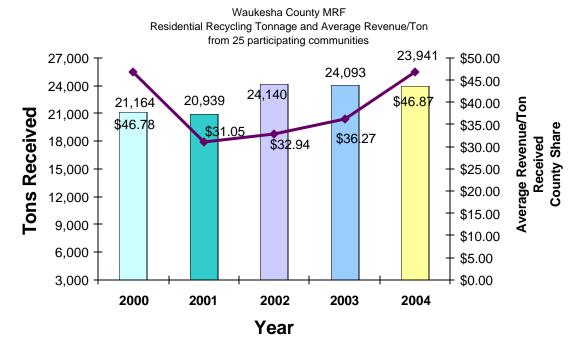


Chart 2

